

EUROPEAN SOCIAL REPORT 2025



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

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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.

Note: the present document does not include AXA IM employees who joined the group on 1 July 2025, in line with the indicators reported for the CSRD 2025.



SCOPE OF THE EUROPEAN WORKS COUNCIL: the scope covers 22 countries on 2025, December 31st.

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 Personal Finance (Personal Finance), Arval, BNP Paribas Leasing Solutions (Leasing Solutions), BNP Paribas Personal Investors (Personal Investors), New Digital Businesses (Nickel, Floa, Kantox, 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, Company Engagement (Communication Group, Transversal Company Engagement), Compliance, General Direction, Collective Management, Finance & Strategy, Legal, Group Data Office, General Inspection, ITG, Procurement & Performance, Group Human Resources, Risk, TOPS (Business Partner Group, Group Corporate Insurance, IMEX, People and Property Security), Transversal Project and Steering.


- 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 97%. The following symbol is used: 

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



2024					BUSINESS AREA	2025				
Men		Women		TOTAL		Men		Women		TOTAL
FTE	%	FTE	%			FTE	%	FTE	%	
9,093	39.8%	13,731	60.2%	22,824	CPBF	9,122	40.6%	13,367	59.4%	22,489
4,818	50.7%	4,689	49.3%	9,507	BNL bc	4,627	50.2%	4,592	49.8%	9,219
4,753	48.5%	5,049	51.5%	9,802	CPBB	4,704	48.8%	4,943	51.2%	9,646
819	51.5%	772	48.5%	1,591	CPBL	804	50.7%	783	49.3%	1,587
2,193	36.0%	3,893	64.0%	6,087	Europe-Mediterranean	2,140	36.5%	3,722	63.5%	5,862
6,144	45.4%	7,376	54.6%	13,520	Personal Finance	5,518	45.0%	6,737	55.0%	12,255
3,773	49.2%	3,897	50.8%	7,670	Arval	3,853	49.2%	3,976	50.8%	7,828
1,479	47.6%	1,631	52.4%	3,110	Leasing Solutions	1,486	47.8%	1,621	52.2%	3,107
696	60.8%	448	39.2%	1,144	Personal Investors	701	60.5%	458	39.5%	1,159
514	49.8%	518	50.2%	1,033	New Digital Businesses	548	51.8%	509	48.2%	1,058
2,836	47.0%	3,196	53.0%	6,032	Cardif	2,870	46.9%	3,254	53.1%	6,124
2,069	51.7%	1,930	48.3%	3,999	Real Estate	2,048	51.5%	1,929	48.5%	3,976
1,018	61.7%	633	38.3%	1,651	Asset Management	1,043	61.8%	645	38.2%	1,689
695	49.5%	709	50.5%	1,404	Wealth Management	794	49.6%	807	50.4%	1,601
7	71.4%	3	28.6%	10	IPS Investments	8	70.2%	3	29.8%	11
12,126	57.2%	9,066	42.8%	21,191	CIB	12,543	57.3%	9,346	42.7%	21,888
8,922	52.1%	8,210	47.9%	17,132	Group Functions	9,099	52.1%	8,369	47.9%	17,468
691	51.9%	640	48.1%	1,331	Other activities	731	53.0%	647	47.0%	1,378
62,646	48.5%	66,392	51.5%	129,037	TOTAL	62,636	48.8%	65,710	51.2%	128,346



2024					2025					
Men		Women		TOTAL	BUSINESS AREA	Men		Women		TOTAL
Headcount	%	Headcount	%			Headcount	%	Headcount	%	
9,137	39.0%	14,274	61.0%	23,411	CPBF	9,170	39.8%	13,888	60.2%	23,058
4,854	50.0%	4,852	50.0%	9,706	BNL bc	4,660	49.5%	4,746	50.5%	9,406
4,882	46.8%	5,539	53.2%	10,421	CPBB	4,826	47.1%	5,423	52.9%	10,249
840	49.2%	868	50.8%	1,708	CPBL	828	48.4%	883	51.6%	1,711
2,199	36.0%	3,906	64.0%	6,105	Europe-Mediterranean	2,143	36.5%	3,730	63.5%	5,873
6,206	44.4%	7,783	55.6%	13,989	Personal Finance	5,577	43.9%	7,133	56.1%	12,710
3,800	48.3%	4,064	51.7%	7,864	Arval	3,881	48.4%	4,140	51.6%	8,021
1,486	46.6%	1,700	53.4%	3,186	Leasing Solutions	1,494	46.9%	1,690	53.1%	3,184
710	57.7%	520	42.3%	1,230	Personal Investors	715	57.7%	525	42.3%	1,240
516	49.6%	524	50.4%	1,040	New Digital Businesses	473	49.8%	476	50.2%	949
2,973	46.6%	3,403	53.4%	6,376	Cardif	3,003	46.4%	3,465	53.6%	6,468
2,092	50.8%	2,028	49.2%	4,120	Real Estate	2,070	50.6%	2,020	49.4%	4,090
1,024	61.1%	653	38.9%	1,677	Asset Management	1,052	61.2%	667	38.8%	1,719
696	49.0%	724	51.0%	1,420	Wealth Management	797	49.1%	826	50.9%	1,623
7	70.0%	3	30.0%	10	IPS Investments	8	66.7%	4	33.3%	12
12,251	56.9%	9,287	43.1%	21,538	CIB	12,676	57.0%	9,562	43.0%	22,238
8,971	51.6%	8,417	48.4%	17,388	Group Functions	9,154	51.6%	8,573	48.4%	17,727
694	51.6%	650	48.4%	1,344	Other activities	733	52.7%	657	47.3%	1,390
63,338	47.8%	69,195	52.2%	132,533	TOTAL	63,260	48.0%	68,408	52.0%	131,668



2024					2025					
Men		Women		TOTAL	COUNTRIES	Men		Women		TOTAL
FTE	%	FTE	%			FTE	%	FTE	%	
3,320	55.8%	2,632	44.2%	5,951	Germany	3,189	56.1%	2,491	43.9%	5,680
110	51.7%	103	48.3%	212	Austria	84	57.3%	62	42.7%	146
6,227	50.0%	6,227	50.0%	12,454	Belgium	6,184	50.4%	6,093	49.6%	12,278
40	41.2%	58	58.8%	98	Bulgaria	38	38.1%	61	61.9%	99
175	56.9%	133	43.1%	308	Denmark	150	58.3%	107	41.7%	257
2,553	50.9%	2,467	49.1%	5,019	Spain	2,637	50.9%	2,540	49.1%	5,177
27	58.8%	19	41.2%	46	Finland	31	63.5%	18	36.5%	49
25,474	46.3%	29,571	53.7%	55,046	France	25,691	46.7%	29,294	53.3%	54,984
44	51.2%	42	48.8%	86	Greece	47	52.2%	43	47.8%	90
85	43.9%	108	56.1%	193	Hungary	89	44.9%	109	55.1%	198
290	54.6%	241	45.4%	531	Ireland	305	56.1%	239	43.9%	544
7,854	50.2%	7,800	49.8%	15,654	Italy	7,624	49.8%	7,681	50.2%	15,305
1,891	52.8%	1,689	47.2%	3,579	Luxembourg	1,875	53.0%	1,665	47.0%	3,540
104	57.9%	76	42.1%	180	Norway	102	57.2%	76	42.8%	178
806	68.3%	375	31.7%	1,181	Netherlands	778	67.9%	368	32.1%	1,145
3,793	38.8%	5,994	61.2%	9,787	Poland	3,964	40.0%	5,953	60.0%	9,917
4,513	48.7%	4,747	51.3%	9,259	Portugal	4,785	49.0%	4,983	51.0%	9,767
217	51.6%	203	48.4%	420	Czech Republic	214	50.9%	206	49.1%	421
305	44.2%	385	55.8%	689	Romania	338	46.3%	391	53.7%	729
4,422	58.8%	3,099	41.2%	7,521	United Kingdom	4,123	58.9%	2,881	41.1%	7,004
210	44.9%	257	55.1%	467	Slovakia	212	43.8%	273	56.2%	485
189	53.0%	167	47.0%	355	Sweden	179	50.3%	176	49.7%	355
62,646	48.5%	66,392	51.5%	129,037	TOTAL	62,636	48.8%	65,710	51.2%	128,346



2024					2025					
Men		Women		TOTAL	COUNTRIES	Men		Women		TOTAL
Headcount	%	Headcount	%			Headcount	%	Headcount	%	
3,365	53.6%	2,914	46.4%	6,279	Germany	3,235	53.8%	2,773	46.2%	6,008
110	50.7%	107	49.3%	217	Austria	84	56.0%	66	44.0%	150
6,390	48.5%	6,783	51.5%	13,173	Belgium	6,344	48.9%	6,640	51.1%	12,984
43	42.6%	58	57.4%	101	Bulgaria	41	40.2%	61	59.8%	102
177	56.0%	139	44.0%	316	Denmark	151	57.6%	111	42.4%	262
2,634	50.4%	2,591	49.6%	5,225	Spain	2,649	50.2%	2,625	49.8%	5,274
27	58.7%	19	41.3%	46	Finland	31	63.3%	18	36.7%	49
25,587	45.6%	30,539	54.4%	56,126	France	25,816	46.1%	30,238	53.9%	56,054
44	51.2%	42	48.8%	86	Greece	47	52.2%	43	47.8%	90
86	43.7%	111	56.3%	197	Hungary	90	44.6%	112	55.4%	202
290	54.2%	245	45.8%	535	Ireland	305	55.7%	243	44.3%	548
7,925	49.3%	8,165	50.7%	16,090	Italy	7,692	48.9%	8,032	51.1%	15,724
1,935	51.0%	1,861	49.0%	3,796	Luxembourg	1,922	51.1%	1,836	48.9%	3,758
104	57.8%	76	42.2%	180	Norway	102	57.0%	77	43.0%	179
840	66.2%	429	33.8%	1,269	Netherlands	810	65.7%	422	34.3%	1,232
3,887	38.9%	6,096	61.1%	9,983	Poland	4,059	40.2%	6,041	59.8%	10,100
4,514	48.7%	4,752	51.3%	9,266	Portugal	4,785	49.0%	4,987	51.0%	9,772
227	50.7%	221	49.3%	448	Czech Republic	222	49.6%	226	50.4%	448
307	44.2%	388	55.8%	695	Romania	339	46.1%	396	53.9%	735
4,443	57.9%	3,228	42.1%	7,671	United Kingdom	4,142	58.0%	3,004	42.0%	7,146
213	44.9%	261	55.1%	474	Slovakia	215	43.6%	278	56.4%	493
190	52.8%	170	47.2%	360	Sweden	179	50.0%	179	50.0%	358
63,338	47.8%	69,195	52.2%	132,533	TOTAL	63,260	48.0%	68,408	52.0%	131,668



2025

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			62			1,371	475	265	1,122	33	145	625	22	170		957	423	10	5,680
Austria						6	76	18			11		5			24	7		146
Belgium			9,519			471	421	120		27	90	95	291			279	826	137	12,278
Bulgaria											45					47	5	2	99
Denmark			22			96	49	1			4		34			36	15		257
Spain	16					1,449	921	104		180	121	102	7	11		1,203	1,064		5,177
Finland							41									8			49
France	22,411		0		188	3,803	2,080	1,322		790	3,613	1,630	858	757	11	5,710	10,678	1,133	54,984
Greece							61									27	2		90
Hungary							39				36					103	16	4	198
Ireland							40				1	30				435	38		544
Italy		9,219				2,270	1,138	449			565	153	48			624	835	5	15,305
Luxembourg				1,574			56	13			324	46	60	236		980	245	5	3,540
Norway							33	38			2		56			35	14	1	178
Netherlands			10			64	429	85			64	46	106	6		277	60		1,145
Poland					5,674	1,140	379	240	37		129	81	52			1,674	509	2	9,917
Portugal	63			13		536	93	32		28	573	4	1	420		6,214	1,733	58	9,767
Czech Rep.							141				242					23	13	1	421
Romania						366	108	61			23					23	147	1	729
U.K.			32			642	733	351				1,165	135			3,114	814	18	7,004
Slovakia							445				37						4		485
Sweden						41	70	9			101		14			96	22	1	355
TOTAL	22,489	9,219	9,646	1,587	5,862	12,255	7,828	3,107	1,159	1,058	6,124	3,976	1,689	1,601	11	21,888	17,468	1,378	128,346

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

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



2025

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
	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F
Germany			51%			51%	56%	51%	61%	55%	55%	58%	72%	57%		57%	62%	90%
Austria						ns	58%	50%			53%		ns			67%	ns	
Belgium			51%			50%	54%	52%		63%	50%	61%	70%			65%	52%	65%
Bulgaria											70%					55%	ns	ns
Denmark			59%			50%	51%	ns			ns		74%			75%	80%	
Spain	77%					54%	60%	56%		57%	65%	53%	ns	55%		61%	56%	
Finland							69%									ns		
France	59%		ns		59%	60%	51%	51%		50%	53%	51%	59%	54%	70%	60%	52%	51%
Greece							51%									59%	ns	
Hungary							61%				61%					61%	52%	ns
Ireland							63%				ns	67%				55%	53%	
Italy		50%				50%	55%	52%			53%	54%	54%			52%	53%	ns
Luxembourg				51%			56%	52%			54%	51%	52%	56%		58%	56%	ns
Norway							73%	55%			ns		73%			60%	63%	ns
Netherlands			76%			57%	70%	57%			59%	67%	71%	ns		70%	68%	
Poland					64%	64%	51%	61%	57%		52%	77%	50%			52%	53%	ns
Portugal	52%			77%		58%	56%	63%			64%	ns	ns	51%		51%	53%	57%
Czech Rep.							53%				54%					53%	61%	ns
Romania						55%	52%	72%			67%					78%	62%	ns
U.K.			50%			57%	55%	58%				52%	62%			66%	61%	61%
Slovakia							55%				68%						ns	
Sweden						51%	55%	ns			60%		71%			53%	60%	ns
TOTAL	59%	50%	51%	51%	63%	55%	51%	52%	60%	52%	53%	51%	62%	50%	70%	57%	52%	53%

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

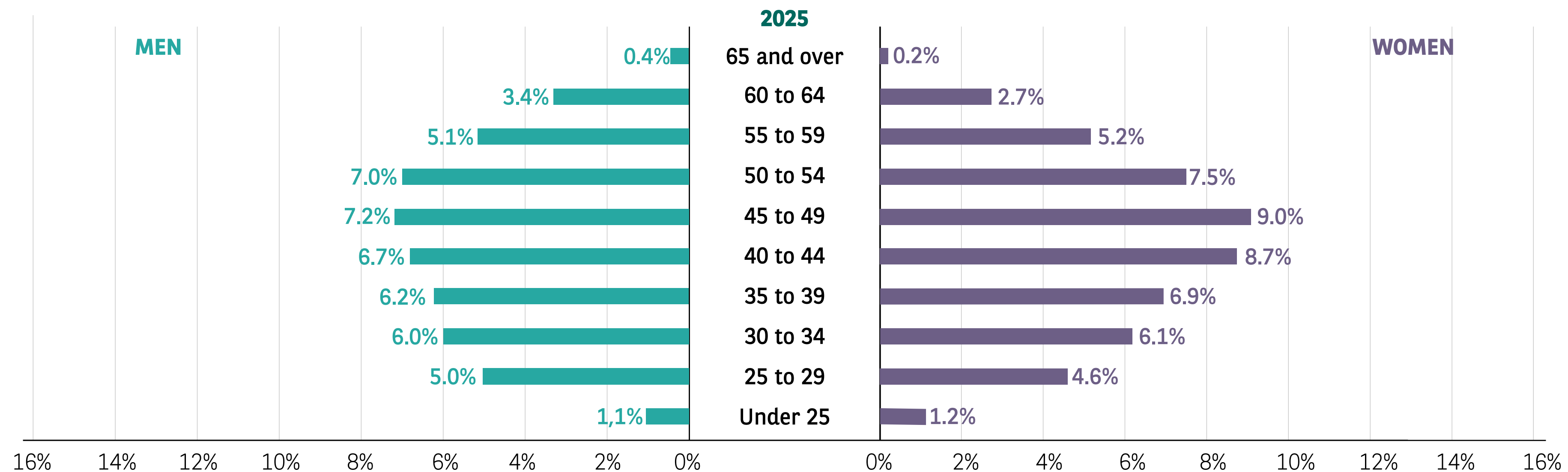


2024						2025						
FTC		TOTAL	PTC		TOTAL	BUSINESS AREA	FTC		TOTAL	PTC		TOTAL
Men	Women		Men	Women			Men	Women		Men	Women	
55	93	148	9,038	13,638	22,676	CPBF	109	166	275	9,013	13,202	22,214
97	97	194	4,721	4,592	9,313	BNL bc	55	65	120	4,572	4,527	9,099
3	5	8	4,750	5,044	9,794	CPBB	2	4	6	4,702	4,939	9,641
23	35	58	796	737	1,533	CPBL	25	35	60	779	749	1,528
241	480	721	1,953	3,413	5,366	Europe-Mediterranean	224	435	659	1,915	3,287	5,203
232	317	548	5,913	7,059	12,972	Personal Finance	163	228	391	5,355	6,509	11,864
87	74	161	3,686	3,823	7,509	Arval	111	85	196	3,742	3,891	7,632
12	24	36	1,467	1,607	3,074	Leasing Solutions	11	21	32	1,475	1,600	3,075
5	4	9	691	444	1,135	Personal Investors	9	4	13	692	454	1,146
11	12	23	503	507	1,010	New Digital Businesses	3	3	6	546	506	1,052
25	44	69	2,811	3,152	5,964	Cardif	25	46	70	2,845	3,209	6,054
29	47	77	2,040	1,883	3,923	Real Estate	26	47	73	2,021	1,882	3,903
20	14	34	998	619	1,617	Asset Mgmt.	37	22	59	1,006	624	1,630
7	5	12	688	704	1,392	Wealth Mgmt.	9	6	15	785	801	1,586
			7	3	10	IPS Investments				8	3	11
295	259	554	11,830	8,807	20,637	CIB	294	278	571	12,249	9,068	21,317
63	73	136	8,859	8,137	16,996	Group Functions	55	69	124	9,045	8,300	17,345
1	1	2	690	639	1,329	Other activities		2	2	731	645	1,376
1,206	1,582	2,788	61,440	64,809	126,249	TOTAL	1,157	1,514	2,671	61,479	64,196	125,675

2024						2025						
FTC		TOTAL	PTC		TOTAL	COUNTRIES	FTC		TOTAL	PTC		TOTAL
Men	Women		Men	Women			Men	Women		Men	Women	
23	36	59	3,297	2,595	5,892	Germany	34	43	76	3,155	2,448	5,604
	1	1	110	102	211	Austria	2	1	3	82	61	143
10	5	15	6,217	6,222	12,439	Belgium	11	10	21	6,173	6,083	12,257
1	3	4	39	55	94	Bulgaria		4	4	38	57	95
3	3	6	172	130	302	Denmark	4	6	10	145	101	247
7	11	18	2,546	2,456	5,002	Spain	8	13	21	2,630	2,527	5,156
			27	19	46	Finland	1		1	30	18	48
182	301	483	25,292	29,271	54,563	France	209	342	551	25,482	28,952	54,433
			44	42	86	Greece				47	43	90
2	5	7	83	103	186	Hungary	1	2	3	88	107	195
4	7	11	286	234	520	Ireland	7	5	12	298	234	532
216	216	433	7,638	7,583	15,221	Italy	142	145	287	7,482	7,537	15,018
41	54	94	1,850	1,635	3,485	Luxembourg	41	51	92	1,834	1,614	3,448
			104	76	180	Norway	1	1	2	101	75	176
64	33	97	742	341	1,083	Netherlands	71	39	111	707	328	1,035
547	800	1,348	3,245	5,194	8,439	Poland	566	757	1,324	3,397	5,196	8,593
38	32	70	4,475	4,715	9,189	Portugal	22	38	60	4,763	4,945	9,707
3	7	10	214	196	410	Czech Republic	3	10	13	211	196	407
2	4	6	303	381	683	Romania		5	5	338	386	724
51	53	104	4,371	3,046	7,417	United Kingdom	25	35	61	4,098	2,845	6,944
3	1	4	207	256	464	Slovakia				212	273	485
9	9	19	179	158	337	Sweden	8	7	15	171	170	340
1,206	1,582	2,788	61,440	64,809	126,249	TOTAL	1,157	1,514	2,671	61,479	64,196	125,675

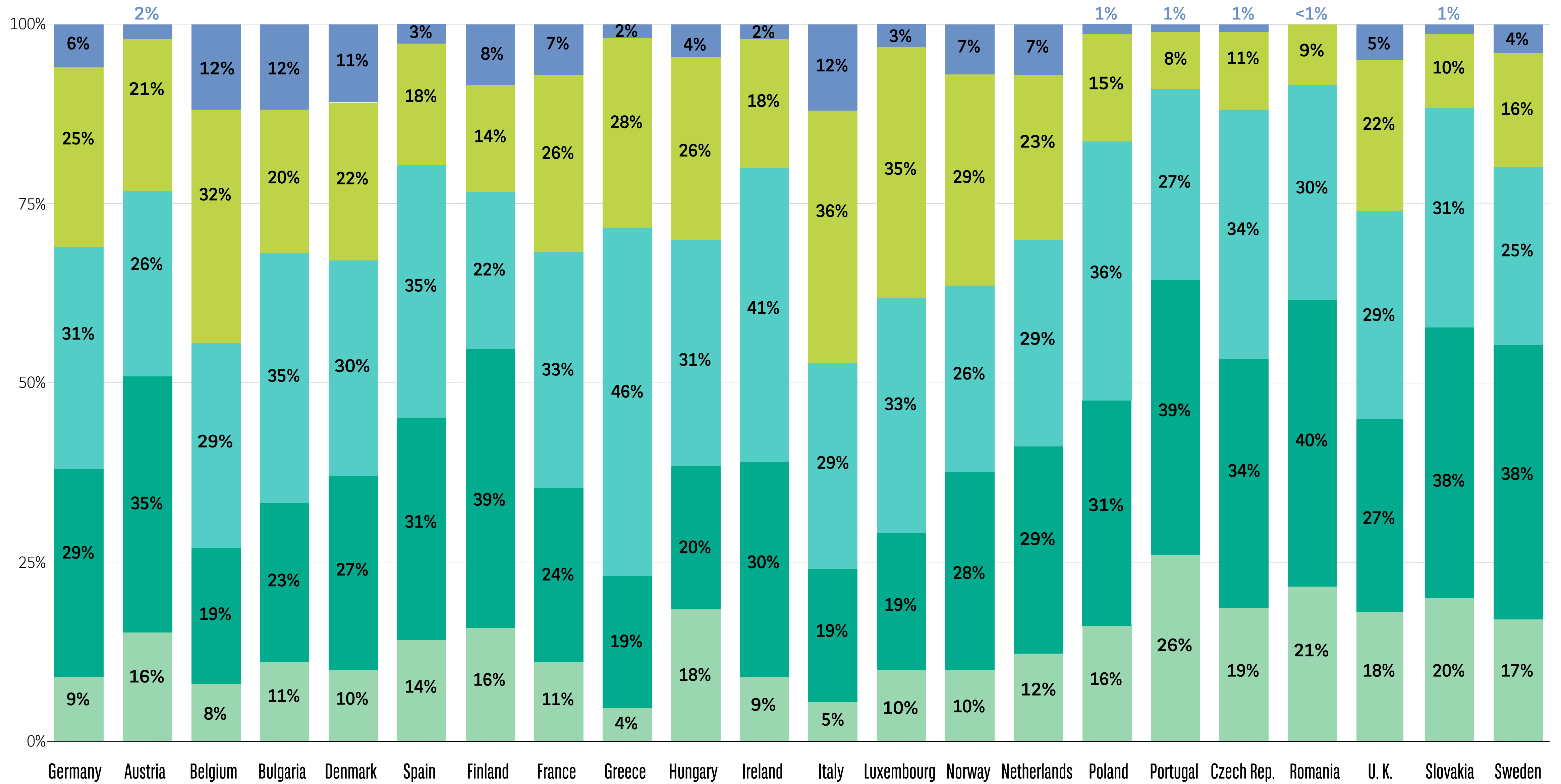
2024			AGE RANGE	2025		
GLOBAL	Breakdown			GLOBAL	Breakdown	
	Men	Women		Men	Women	
0.5%	67.8%	32.2%	65 years old and over	0.6%	65.3%	34.7%
5.9%	55.5%	44.5%	From 60 to 64 years old	6.1%	55.3%	44.7%
10.1%	49.7%	50.3%	From 55 to 59 years old	10.2%	49.5%	50.5%
13.7%	48.8%	51.2%	From 50 to 54 years old	14.5%	48.3%	51.7%
16.1%	45.0%	55.0%	From 45 to 49 years old	16.2%	44.7%	55.3%
16.1%	43.3%	56.7%	From 40 to 44 years old	15.3%	43.5%	56.5%
13.2%	46.4%	53.6%	From 35 to 39 years old	13.1%	47.5%	52.5%
12.4%	48.5%	51.5%	From 30 to 34 years old	12.1%	49.4%	50.6%
9.7%	51.2%	48.8%	From 25 to 29 years old	9.6%	52.2%	47.8%
2.3%	49.0%	51.0%	Under 25 years old	2.2%	48.8%	51.2%
100.0%	47.8%	52.2%	TOTAL	100%	48.1%	51.9%

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.



2025

■ 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

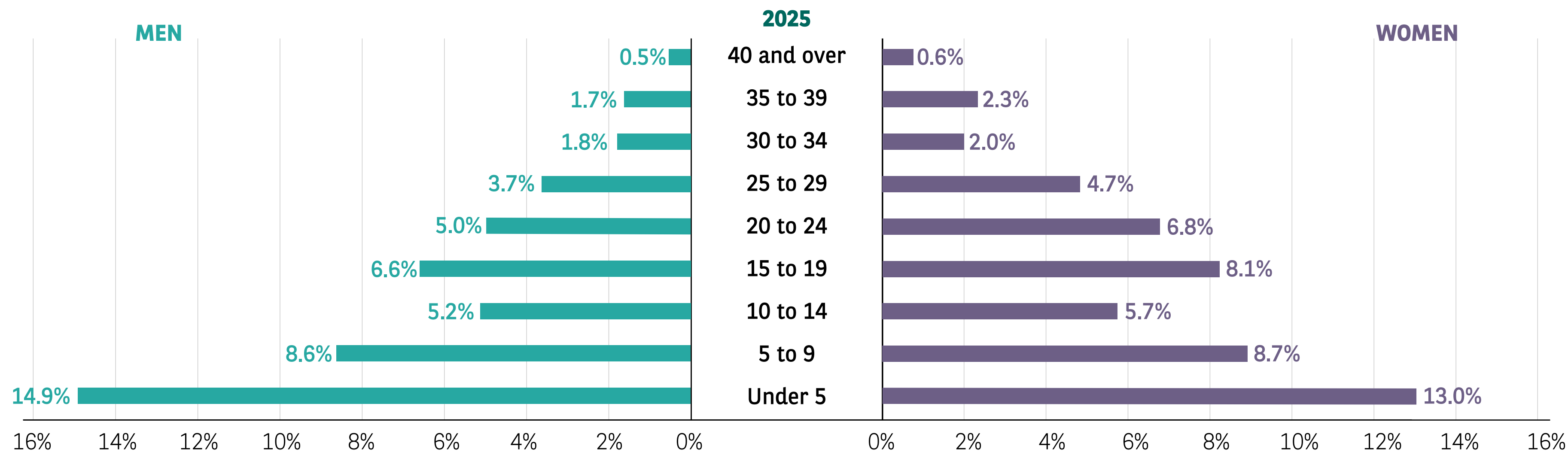


2024			2025			
GLOBAL	Breakdown		COUNTRIES	GLOBAL	Breakdown	
	Men	Women			Men	Women
43.7	44.2	43.2	Germany	44.1	44.5	43.6
41.3	42.6	40.0	Austria	41.0	41.2	40.7
46.7	46.5	46.9	Belgium	47.0	46.7	47.3
43.6	42.0	44.7	Bulgaria	44.8	43.5	45.6
43.5	43.6	43.4	Denmark	44.5	44.2	44.9
41.0	40.5	41.5	Spain	41.4	40.9	41.9
40.5	38.3	43.5	Finland	40.5	38.5	43.9
44.2	44.4	44.1	France	44.5	44.6	44.5
45.3	46.3	44.3	Greece	45.8	46.5	44.9
42.6	43.0	42.4	Hungary	42.7	42.7	42.8
41.9	42.7	41.0	Ireland	42.6	43.1	41.9
47.6	48.7	46.6	Italy	47.8	48.7	47.0
45.2	45.2	45.2	Luxembourg	45.3	45.4	45.3
44.1	43.4	44.9	Norway	44.5	43.9	45.4
43.0	43.4	42.0	Netherlands	43.6	43.9	43.0
40.3	39.5	40.7	Poland	40.5	39.7	41.1
36.5	36.3	36.8	Portugal	36.9	36.6	37.3
39.0	38.6	39.4	Czech Republic	39.1	38.9	39.2
37.3	37.2	37.4	Romania	37.9	37.8	37.9
41.6	42.2	40.7	United Kingdom	42.0	42.7	41.1
39.1	39.0	39.1	Slovakia	38.6	38.5	38.8
39.4	38.3	40.7	Sweden	39.9	39.0	40.8
43.7	43.8	43.5	AVERAGE AGE	43.9	44.0	43.8



2024			SENIORITY RANGE	2025		
GLOBAL	Breakdown			GLOBAL	Breakdown	
	Men	Women		Men	Women	
1.3%	41.6%	58.4%	40 and over	1.1%	44.3%	55.7%
3.9%	45.4%	54.6%	35 to 39	4.0%	43.5%	56.5%
4.1%	46.2%	53.8%	30 to 34	3.8%	47.0%	53.0%
7.0%	45.1%	54.9%	25 to 29	8.5%	44.2%	55.8%
12.0%	42.4%	57.6%	20 to 24	11.9%	42.4%	57.6%
15.0%	44.3%	55.7%	15 to 19	14.6%	44.8%	55.2%
11.5%	47.9%	52.1%	10 to 14	10.9%	48.0%	52.0%
18.0%	48.9%	51.1%	5 to 9	17.3%	49.5%	50.5%
27.2%	52.8%	47.2%	Under 5	27.9%	53.4%	46.6%
100%	47.8%	52.2%	TOTAL	100%	48.1%	51.9%

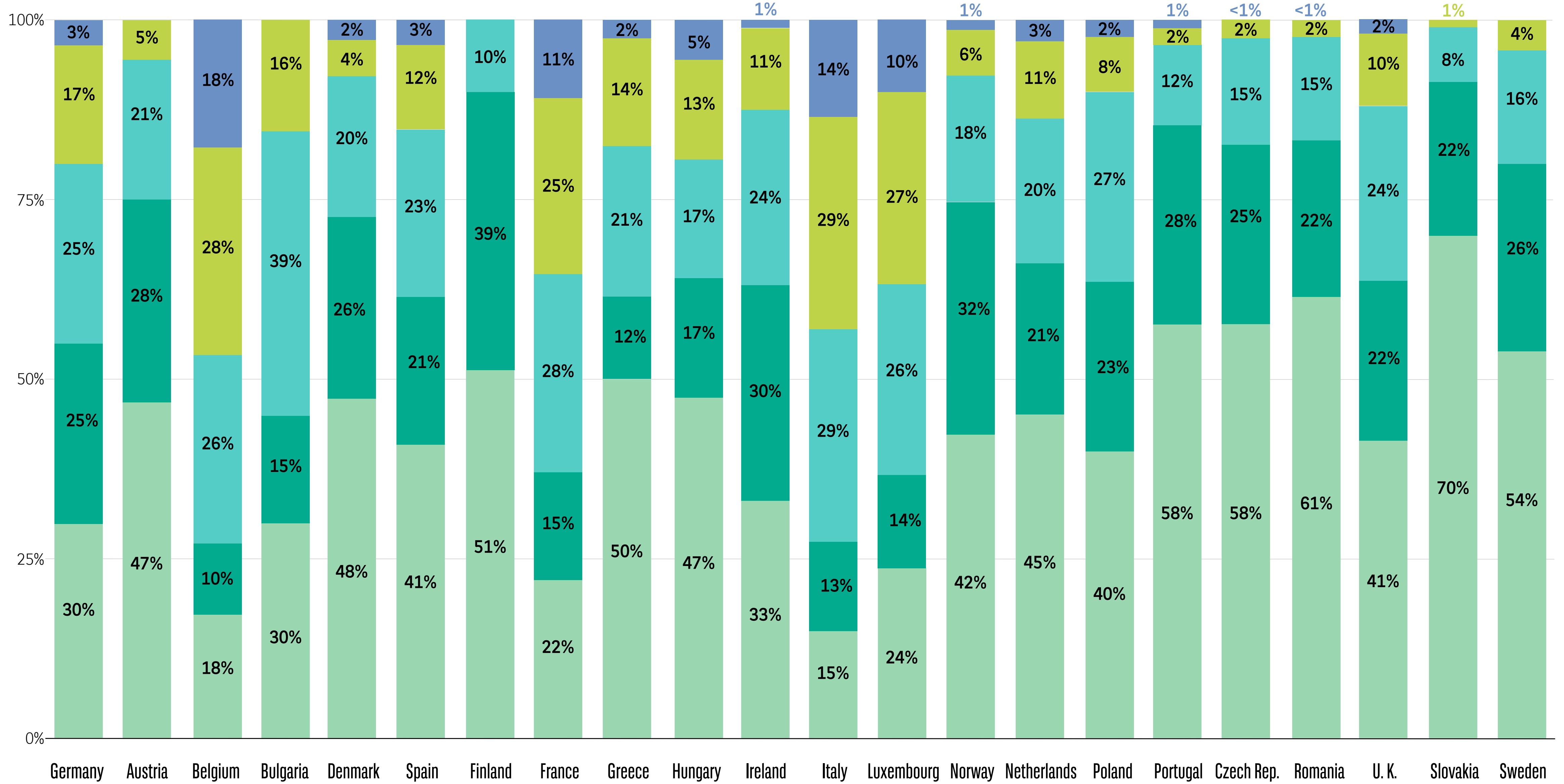
Percentages per gender are calculated on the basis of the total headcount of each seniority range.
 Percentages of the global column are calculated on the basis of the global headcount.
 When companies are acquired by BNP Paribas, the seniority considered is that of the employee's arrival in the initial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



BREAKDOWN OF HEADCOUNT PER SENIORITY AND COUNTRY

2025

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



2024			COUNTRIES	2025		
GLOBAL	Breakdown			GLOBAL	Breakdown	
	Men	Women			Men	Women
11.1	10.9	11.3	Germany	11.5	11.2	11.7
7.0	6.9	7.0	Austria	7.1	6.7	7.8
18.8	17.9	19.6	Belgium	19.0	18.0	19.9
11.3	11.6	11.1	Bulgaria	12.2	12.8	11.8
8.0	6.7	9.6	Denmark	7.9	6.9	9.3
9.9	8.8	11.0	Spain	10.1	9.1	11.2
5.5	5.6	5.5	Finland	5.5	5.3	5.8
15.8	14.7	16.6	France	15.9	14.8	16.8
10.2	11.2	9.2	Greece	9.9	10.7	9.0
9.5	9.6	9.4	Hungary	10.2	9.6	10.6
9.3	9.0	9.7	Ireland	9.7	9.4	10.1
18.0	18.0	17.9	Italy	18.1	17.9	18.2
16.1	15.1	17.1	Luxembourg	16.0	15.1	16.9
8.1	7.4	9.0	Norway	8.3	8.0	8.6
8.6	8.6	8.7	Netherlands	9.3	9.3	9.5
9.0	8.2	9.5	Poland	9.2	8.3	9.8
5.4	5.2	5.7	Portugal	5.8	5.5	6.0
5.9	5.7	6.1	Czech Republic	6.0	6.0	6.0
5.4	4.8	5.8	Romania	5.6	4.9	6.2
9.2	9.5	8.8	United Kingdom	9.5	9.8	9.1
4.3	4.7	4.0	Slovakia	4.3	4.7	3.9
6.1	5.9	6.3	Sweden	6.5	6.1	6.9
14.0	13.3	14.6	AVERAGE SENIORITY	14.1	13.3	14.8

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



2024									2025									
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.
40%	59%	41%	18%	44%	56%	42%	58%	42%	Germany	46%	56%	44%	13%	50%	50%	41%	58%	42%
52%	66%	34%	21%	47%	53%	28%	35%	65%	Austria	49%	69%	31%	21%	58%	42%	30%	37%	63%
57%	47%	53%	6%	45%	55%	36%	56%	44%	Belgium	59%	47%	53%	5%	48%	52%	36%	56%	44%
17%	47%	53%	34%	30%	70%	49%	47%	53%	Bulgaria	18%	44%	56%	34%	27%	73%	48%	43%	57%
43%	50%	50%	8%	51%	49%	48%	65%	35%	Denmark	40%	58%	42%	11%	44%	56%	49%	61%	39%
38%	46%	54%	13%	40%	60%	49%	57%	43%	Spain	38%	47%	53%	13%	41%	59%	50%	56%	44%
48%	60%	40%	30%	71%	29%	22%	40%	60%	Finland	50%	63%	37%	27%	77%	23%	23%	45%	55%
48%	43%	57%	9%	33%	67%	43%	53%	47%	France	47%	44%	56%	9%	34%	66%	43%	53%	47%
33%	46%	54%	40%	56%	44%	28%	50%	50%	Greece	36%	53%	47%	39%	54%	46%	25%	45%	55%
30%	50%	50%	26%	30%	70%	44%	47%	53%	Hungary	32%	48%	52%	26%	33%	67%	41%	50%	50%
15%	70%	30%	33%	41%	59%	52%	59%	41%	Ireland	16%	73%	27%	34%	49%	51%	50%	55%	45%
56%	49%	51%	13%	48%	52%	31%	54%	46%	Italy	56%	48%	52%	13%	47%	53%	31%	54%	46%
31%	52%	48%	25%	47%	53%	44%	57%	43%	Luxembourg	28%	50%	50%	27%	47%	53%	44%	59%	41%
51%	62%	38%	9%	75%	25%	40%	49%	51%	Norway	43%	71%	29%	17%	47%	53%	40%	47%	53%
49%	74%	26%	18%	58%	42%	33%	64%	36%	Netherlands	43%	73%	27%	20%	61%	39%	37%	65%	35%
45%	32%	68%	20%	37%	63%	35%	49%	51%	Poland	50%	32%	68%	20%	40%	60%	30%	52%	48%
10%	50%	50%	33%	46%	54%	57%	50%	50%	Portugal	10%	51%	49%	32%	47%	53%	58%	50%	50%
32%	50%	50%	20%	40%	60%	48%	58%	42%	Czech Republic	35%	46%	54%	22%	36%	64%	43%	63%	37%
20%	30%	70%	18%	31%	69%	62%	53%	47%	Romania	30%	31%	69%	8%	37%	63%	63%	55%	45%
45%	62%	38%	14%	47%	53%	42%	60%	40%	United Kingdom	48%	62%	38%	10%	43%	57%	42%	60%	40%
11%	52%	48%	55%	43%	57%	35%	45%	55%	Slovakia	8%	57%	43%	53%	42%	58%	39%	43%	57%
46%	65%	35%	14%	34%	66%	39%	45%	55%	Sweden	44%	64%	36%	15%	36%	64%	40%	40%	60%
45%	46%	54%	14%	41%	59%	41%	54%	46%	TOTAL	45%	46%	54%	13%	42%	58%	42%	54%	46%



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



2024						2025						
Men		Women		TOTAL		COUNTRIES	Men		Women		TOTAL	
Headcount	%	Headcount	%	Headcount	%		Headcount	%	Headcount	%	Headcount	%
184	5.9%	948	35.2%	1,132	19.5%	Germany	194	6.0%	975	35.2%	1,169	19.5%
		13	18.1%	13	8.6%	Austria	1	1.2%	10	15.2%	11	7.3%
603	9.5%	2,243	33.4%	2,846	21.8%	Belgium	595	9.5%	2,165	32.9%	2,760	21.5%
1	2.3%	1	1.7%	2	2.0%	Bulgaria	-	0.0%	-	0.0%	-	0.0%
4	2.3%	22	15.8%	26	8.2%	Denmark	3	2.0%	16	14.4%	19	7.3%
57	2.2%	417	16.4%	474	9.3%	Spain	56	2.1%	400	15.2%	456	8.6%
1	3.7%	1	5.3%	2	4.3%	Finland	-	0.0%	1	5.6%	1	2.0%
371	1.5%	4,194	13.9%	4,565	8.2%	France	393	1.5%	4,068	13.6%	4,461	8.0%
				0	0%	Greece	-	0.0%	-	0.0%	-	0.0%
1	1.2%	9	8.1%	10	5.1%	Hungary	-	0.0%	9	8.0%	9	4.5%
1	0.3%	14	5.7%	15	2.8%	Ireland	1	0.3%	13	5.3%	14	2.6%
101	1.3%	1,441	17.7%	1,542	9.6%	Italy	104	1.4%	1,401	17.5%	1,505	9.6%
163	8.4%	664	35.7%	827	21.8%	Luxembourg	156	8.1%	641	34.9%	797	21.2%
		2	2.6%	2	1.1%	Norway	-	0.0%	3	3.9%	3	1.7%
149	17.7%	215	50.1%	364	28.7%	Netherlands	136	16.8%	217	51.4%	353	28.7%
26	0.7%	86	1.4%	112	1.1%	Poland	15	0.4%	65	1.1%	80	0.8%
5	0.1%	20	0.4%	25	0.3%	Portugal	2	0.0%	16	0.3%	18	0.2%
8	3.5%	39	17.6%	47	10.5%	Czech Republic	6	2.7%	38	16.8%	44	9.8%
1	0.3%	5	1.3%	6	0.9%	Romania	-	0.0%	8	2.0%	8	1.1%
67	1.6%	458	15.2%	525	7.3%	United Kingdom	63	1.5%	453	15.1%	516	7.2%
3	1.4%	8	3.1%	11	2.3%	Slovakia	3	1.4%	13	4.7%	16	3.2%
4	2.1%	11	6.5%	15	4.2%	Sweden	1	0.6%	12	6.7%	13	3.6%
1,750	2.8%	10,811	15.8%	12,561	9.6%	TOTAL	1,729	2.7%	10,524	15.5%	12,253	9.3%

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).

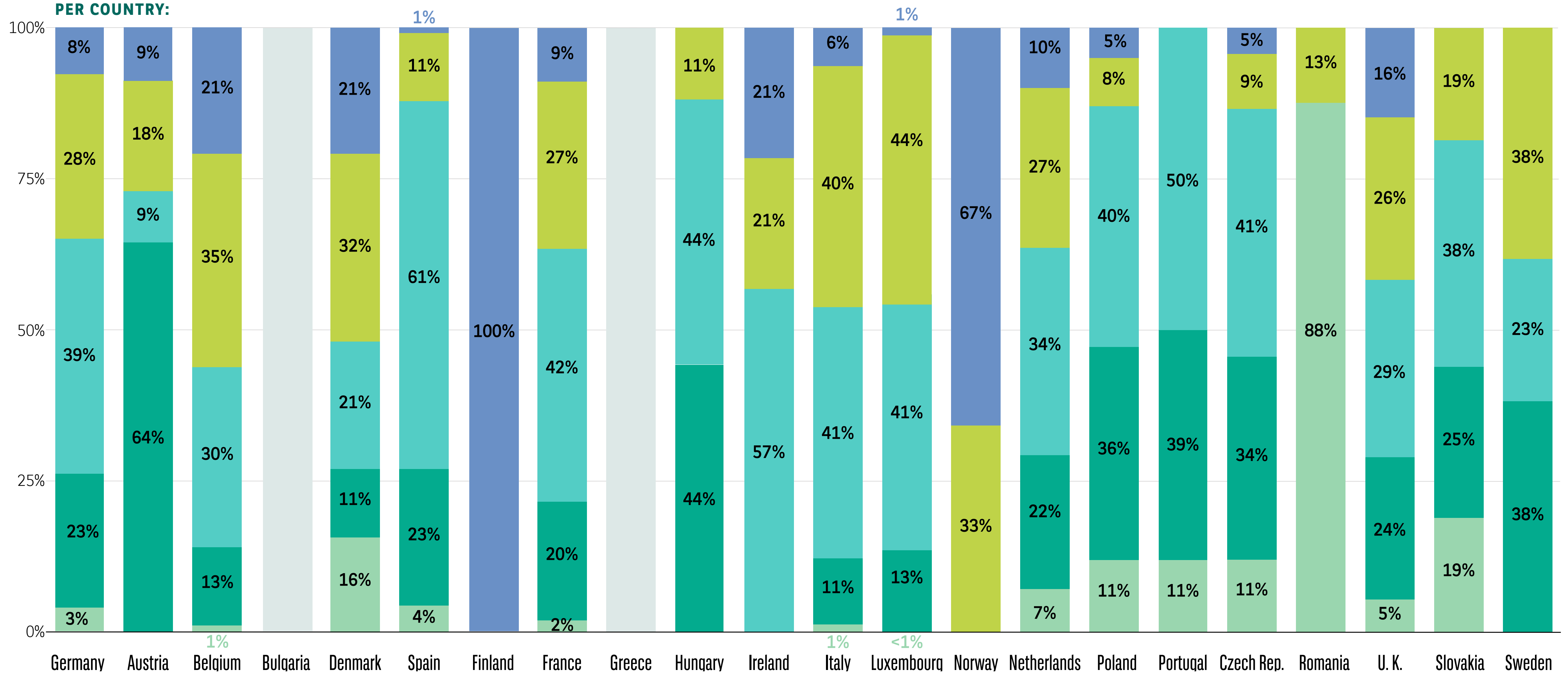


2024							2025							
< 80%			≥ 80%			HEADCOUNT TOTAL	COUNTRIES	< 80%			≥ 80%			HEADCOUNT TOTAL
GLOBAL	Men	Women	GLOBAL	Men	Women			GLOBAL	Men	Women	GLOBAL	Men	Women	
63.7%	6.2%	57.5%	36.3%	10.1%	26.2%	1,132	Germany	57.7%	6.0%	51.7%	42.3%	10.6%	31.7%	1,169
92.3%		92.3%	7.7%		7.7%	13	Austria	81.8%	9.1%	72.7%	18.2%		18.2%	11
21.5%	4.7%	16.8%	78.5%	16.5%	62.0%	2,846	Belgium	22.5%	4.6%	18.0%	77.5%	17.0%	60.5%	2,760
100.0%	50.0%	50.0%				2	Bulgaria							
42.3%	11.5%	30.8%	57.7%	3.8%	53.8%	26	Denmark	31.6%	10.5%	21.1%	68.4%	5.3%	63.2%	19
53.0%	4.9%	48.1%	47.0%	7.2%	39.9%	474	Spain	48.9%	4.4%	44.5%	51.1%	7.9%	43.2%	456
			100.0%	50.0%	50.0%	2	Finland				100.0%		100.0%	1
21.0%	3.3%	17.6%	79.0%	4.8%	74.2%	4,565	France	21.9%	4.0%	17.9%	78.1%	4.8%	73.3%	4,461
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	Greece	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-
100.0%	10.0%	90.0%				10	Hungary	88.9%		88.9%	11.1%		11.1%	9
40.0%		40.0%	60.0%	6.7%	53.3%	15	Ireland	42.9%		42.9%	57.1%	7.1%	50.0%	14
39.9%	2.8%	37.1%	60.1%	3.8%	56.4%	1,542	Italy	40.0%	3.3%	36.7%	60.0%	3.7%	56.3%	1,505
29.0%	3.9%	25.2%	71.0%	15.8%	55.1%	827	Luxembourg	29.6%	4.1%	25.5%	70.4%	15.4%	55.0%	797
50.0%		50.0%	50.0%		50.0%	2	Norway	33.3%		33.3%	66.7%		66.7%	3
20.9%	0.8%	20.1%	79.1%	40.1%	39.0%	364	Netherlands	20.1%	0.8%	19.3%	79.9%	37.7%	42.2%	353
62.5%	19.6%	42.9%	37.5%	3.6%	33.9%	112	Poland	56.3%	13.8%	42.5%	43.8%	5.0%	38.8%	80
44.0%	12.0%	32.0%	56.0%	8.0%	48.0%	25	Portugal	44.4%	5.6%	38.9%	55.6%	5.6%	50.0%	18
63.8%	6.4%	57.4%	36.2%	10.6%	25.5%	47	Czech Republic	68.2%	4.5%	63.6%	31.8%	9.1%	22.7%	44
100.0%	16.7%	83.3%				6	Romania	100.0%		100.0%				8
49.0%	6.3%	42.7%	51.0%	6.5%	44.6%	525	United Kingdom	45.9%	5.4%	40.5%	54.1%	6.8%	47.3%	516
90.9%	27.3%	63.6%	9.1%		9.1%	11	Slovakia	93.8%	18.8%	75.0%	6.3%		6.3%	16
40.0%	13.3%	26.7%	60.0%	13.3%	46.7%	15	Sweden	23.1%	7.7%	15.4%	76.9%		76.9%	13
32.2%	5.2%	27.0%	67.8%	9.6%	58.2%	12,561	TOTAL	30.8%	4.3%	26.5%	69.2%	9.8%	59.3%	12,253

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

2025

■ 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 AGE:



03 | MOVEMENTS

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



2024			RECRUITMENTS	2025		
Headcount				Headcount		
Men ¹	Women ¹	TOTAL		Men	Women	TOTAL
3,939	3,263	7,202	PTC	4,171	3,173	7,346
1,049	1,189	2,238	Contract transformation from FTC to PTC	1,051	1,095	2,146
4,988	4,452	9,440	TOTAL	5,222	4,268	9,492

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

2024			RECRUITMENTS	2025		
Breakdown				Breakdown		
Men	Women	GLOBAL		Men	Women	GLOBAL
54.7%	45.3%	76.3%	PTC	56.8%	43.2%	77.4%
46.9%	53.1%	23.7%	Contract transformation from FTC to PTC	49.0%	51.0%	22.6%
52.8%	47.2%	100.0%	TOTAL	55.0%	45.0%	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 - HEADCOUNT



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

2024			2025			
RECRUITMENTS	Breakdown		COUNTRIES	RECRUITMENTS	Breakdown	
	Men	Women			Men	Women
405	51.9%	48.1%	Germany	478	58.6%	41.4%
26	34.6%	65.4%	Austria	28	60.7%	35.7%
621	55.9%	44.1%	Belgium	582	58.1%	41.9%
9	11.1%	88.9%	Bulgaria	7	14.3%	85.7%
21	52.4%	47.6%	Denmark	27	44.4%	55.6%
610	56.6%	43.4%	Spain	545	55.8%	44.2%
5	40.0%	60.0%	Finland	8	75.0%	25.0%
2,967	53.5%	46.5%	France	3,102	56.6%	43.4%
13	38.5%	61.5%	Greece	12	75.0%	25.0%
50	34.0%	66.0%	Hungary	23	56.5%	43.5%
38	55.3%	44.7%	Ireland	42	64.3%	33.3%
609	58.9%	41.1%	Italy	560	57.9%	42.1%
221	59.7%	40.3%	Luxembourg	219	54.3%	45.7%
19	68.4%	31.6%	Norway	10	60.0%	40.0%
135	60.7%	39.3%	Netherlands	62	61.3%	38.7%
1,001	44.1%	55.9%	Poland	968	48.2%	51.8%
1,483	51.4%	48.6%	Portugal	1,631	53.0%	47.0%
83	44.6%	55.4%	Czech Republic	71	52.1%	47.9%
165	57.6%	42.4%	Romania	129	56.6%	43.4%
812	54.8%	45.2%	United Kingdom	828	55.7%	44.3%
107	41.1%	58.9%	Slovakia	113	40.7%	59.3%
40	55.0%	45.0%	Sweden	47	46.8%	53.2%
9,440	52.8%	47.2%	TOTAL	9,492	55.0%	45.0%

Including contract transformations from FTC to PTC.
 Percentages per gender are calculated on the basis of the total headcount of each country.

2024			DEPARTURES PER REASON	2025		
Headcount				Headcount		
Men ¹	Women ¹	TOTAL		Men ¹	Women ¹	TOTAL
719	797	1,516	Retirement/Early retirement	794	811	1,605
2,348	2,051	4,399	Resignation	2,152	1,833	3,985
332	336	668	Dismissal	339	309	648
445	401	846	Mutual agreed departures	313	288	601
1,157	1,284	2,441	Others*	951	874	1,826
5,001	4,869	9,870	TOTAL	4,549	4,115	8,665

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

2024			DEPARTURES PER REASON	2025		
Headcount				Headcount		
Men	Women	GLOBAL		Men	Women	GLOBAL
47.4%	52.6%	15.4%	Retirement/Early retirement	49.5%	50.5%	18.5%
53.4%	46.6%	44.6%	Resignation	54.0%	46.0%	46.0%
49.7%	50.3%	6.8%	Dismissal	52.3%	47.7%	7.5%
52.6%	47.4%	8.6%	Mutual agreed departures	52.1%	47.9%	6.9%
47.4%	52.6%	24.7%	Others*	52.1%	47.9%	21.1%
50.7%	49.3%	100.0%	TOTAL	52.5%	47.5%	100.0%

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

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

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

SCOPE VARIATIONS - FULL-TIME EQUIVALENT

2023/2024		Scope variations	2024/2025	
FTEs	RATE		FTEs	RATE
-219	-0.2%		-885	-0.7%

2025							
COUNTRIES	Retirement/Early retirement	Resignation	Dismissal	Mutual agreed departures	Others ¹	TOTAL	DEPARTURE
Germany	0.3%	3.2%	0.2%	1.2%	1.8%	6.6%	386
Austria	0.7%	10.1%	1.4%	0.7%	7.4%	20.3%	30
Belgium	1.4%	2.1%	0.7%	0.4%	0.5%	5.1%	664
Bulgaria	0.0%	0.0%	0.0%	8.2%	1.0%	9.2%	9
Denmark	0.4%	6.4%	0.4%	1.1%	18.1%	26.3%	74
Spain	0.1%	3.8%	1.6%	0.2%	0.7%	6.4%	338
Finland	0.0%	6.2%	0.0%	4.1%	0.0%	10.3%	5
France	1.6%	1.9%	0.5%	0.2%	1.2%	5.4%	2,997
Greece	0.0%	6.7%	0.0%	0.0%	2.2%	9.0%	8
Hungary	0.0%	1.5%	0.5%	1.0%	5.5%	8.6%	17
Ireland	0.2%	4.9%	0.4%	0.2%	1.1%	6.7%	36
Italy	2.7%	1.5%	0.1%	0.3%	0.4%	5.1%	783
Luxembourg	2.4%	2.8%	0.8%	0.1%	0.9%	6.9%	254
Norway	0.6%	2.8%	0.0%	0.0%	3.9%	7.3%	13
Netherlands	0.4%	2.3%	0.0%	0.7%	6.9%	10.2%	116
Poland	0.1%	4.6%	0.3%	1.5%	2.4%	8.9%	779
Portugal	0.1%	7.9%	0.6%	0.3%	1.8%	10.7%	1,022
Czech Republic	0.0%	6.5%	0.5%	3.7%	3.0%	13.6%	59
Romania	0.0%	7.1%	0.0%	2.9%	2.2%	12.3%	88
United Kingdom	0.1%	8.2%	0.5%	0.4%	3.2%	12.4%	877
Slovakia	0.0%	4.8%	0.2%	6.9%	2.9%	14.9%	71
Sweden	0.0%	4.1%	0.0%	1.4%	5.8%	11.3%	39
TOTAL	1.2%	3.1%	0.5%	0.5%	1.4%	6.7%	8,665

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

¹ 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



2024						2025						
Number of mobilities			Mobility rate			COUNTRIES	Number of mobilities			Mobility rate		
Men	Women	TOTAL	Men	Women	GLOBAL		Men	Women	TOTAL	Men	Women	GLOBAL
340	265	605	11%	10%	11%	Germany	349	265	614	12%	10%	11%
8	12	20	11%	19%	14%	Austria	10	17	27	14%	25%	19%
947	831	1,778	15%	13%	14%	Belgium	894	883	1,777	15%	14%	14%
4	12	16	11%	26%	19%	Bulgaria	-	1	1	0%	2%	1%
20	17	37	10%	11%	11%	Denmark	14	15	29	9%	13%	10%
266	250	516	12%	11%	11%	Spain	326	308	634	14%	13%	13%
3	1	4	13%	6%	10%	Finland	4	2	6	15%	11%	14%
3,396	4,327	7,723	14%	14%	14%	France	3,497	4,158	7,655	14%	14%	14%
4	8	12	10%	22%	16%	Greece	3	5	8	7%	12%	10%
5	3	8	3%	1%	2%	Hungary	15	9	24	19%	9%	13%
11	12	23	4%	5%	4%	Ireland	20	9	30	7%	4%	6%
1,140	1,274	2,414	15%	16%	16%	Italy	1,027	973	2,000	14%	13%	13%
223	199	422	12%	11%	12%	Luxembourg	278	254	532	15%	14%	15%
10	8	18	10%	11%	10%	Norway	12	21	33	12%	28%	19%
53	27	80	8%	8%	8%	Netherlands	45	25	70	6%	7%	6%
177	348	525	6%	7%	7%	Poland	173	259	432	6%	5%	5%
557	663	1,220	14%	15%	15%	Portugal	362	479	841	8%	11%	10%
13	11	24	7%	7%	7%	Czech Republic	7	5	12	4%	3%	3%
31	43	74	13%	13%	13%	Romania	31	49	80	11%	13%	12%
366	338	704	9%	12%	10%	United Kingdom	322	285	607	8%	10%	9%
30	32	62	15%	12%	14%	Slovakia	13	11	24	7%	4%	5%
19	16	35	10%	9%	10%	Sweden	21	16	37	12%	10%	11%
7,623	8,697	16,320	13%	13%	13%	TOTAL	7,423	8,049	15,473	13%	13%	13%

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.



2024						COUNTRIES	2025					
Number of cross-functional mobilities			Cross-functional mobilities as a percentage of all mobilities				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
83	38	121	24%	14%	20%	Germany	42	38	80	12%	14%	13%
2	3	5	25%	25%	25%	Austria						
127	161	288	13%	19%	16%	Belgium	154	166	320	17%	19%	18%
	1	1		8%	6%	Bulgaria		1	1		100%	100%
3	2	5	15%	12%	14%	Denmark		3	3		20%	10%
80	45	125	30%	18%	24%	Spain	60	62	122	18%	20%	19%
						Finland	1		1	25%		17%
1,002	1,223	2,225	30%	28%	29%	France	856	1,046	1,902	24%	25%	25%
						Greece						
1	1	2	20%	33%	25%	Hungary	4	2	6	27%	22%	25%
5	5	10	45%	42%	43%	Ireland	13	3	17	65%	33%	57%
253	257	510	22%	20%	21%	Italy	202	204	406	20%	21%	20%
60	65	125	27%	33%	30%	Luxembourg	75	81	156	27%	32%	29%
1		1	10%		6%	Norway	1	1	2	8%	5%	6%
6	6	12	11%	22%	15%	Netherlands	11	5	16	24%	20%	23%
63	185	248	36%	53%	47%	Poland	33	54	87	19%	21%	20%
152	197	349	27%	30%	29%	Portugal	129	202	331	36%	42%	39%
	1	1		9%	4%	Czech Republic	2	1	3	29%	20%	25%
5	2	7	16%	5%	9%	Romania	7	6	13	23%	12%	16%
77	51	128	21%	15%	18%	United Kingdom	80	52	132	25%	18%	22%
2	1	3	7%	3%	5%	Slovakia		1	1		9%	4%
	3	3		19%	9%	Sweden	3	6	9	14%	38%	24%
1,922	2,247	4,169	25%	26%	26%	TOTAL	1,673	1,934	3,608	23%	24%	23%

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.



05 | ABSENTEEISM

- Absenteeism rate per country



2025

COUNTRIES	Illness	Work-related accidents	Maternity, Paternity, Adoption, Parental leave	SIGNIFICANCE RATE
Germany	7.3%	<0.1 %	4.8%	98%
Austria	3.3%		2.3%	79%
Belgium	8.1%	<0.1 %	0.6%	91%
Bulgaria	0.6%		2.8%	100%
Denmark	1.3%		2.4%	16%
Spain	2.1%	<0.1 %	1.4%	90%
Finland	1.7%		3.1%	100%
France	4.5%	0.1%	1.7%	99%
Greece	1.1%		0.4%	100%
Hungary	1.5%		4.0%	80%
Ireland	2.3%		3.1%	95%
Italy	2.5%	<0.1 %	2.1%	97%
Luxembourg	3.0%		0.9%	97%
Norway	2.8%		3.1%	24%
Netherlands	6.1%		0.9%	78%
Poland	3.8%	<0.1 %	2.2%	96%
Portugal	1.8%	<0.1 %	1.3%	98%
Czech Republic	1.1%		9.6%	68%
Romania	0.4%		0.3%	66%
United Kingdom	2.2%		1.8%	97%
Slovakia	1.9%		4.3%	100%
Sweden	2.0%		3.1%	61%
TOTAL	4.2%	<0.1 %	1.8%	96%

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

06 | DIVERSITY

- 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



2024		2025
% of Women in Senior Management Positions	COUNTRIES	% of Women in Senior Management Positions
37.7%	Germany	34.2%
33.3%	Austria	33.3%
33.3%	Belgium	33.1%
0.0%	Bulgaria	0.0%
0.0%	Denmark	0.0%
54.3%	Spain	59.2%
50.0%	Finland	50.0%
42.2%	France	43.8%
50.0%	Greece	50.0%
33.3%	Hungary	33.3%
28.6%	Ireland	42.9%
36.4%	Italy	39.2%
37.0%	Luxembourg	36.1%
25.0%	Norway	25.0%
7.1%	Netherlands	7.1%
40.0%	Poland	45.3%
30.0%	Portugal	40.5%
0.0%	Czech Republic	0.0%
60.0%	Romania	80.0%
32.3%	United Kingdom	34.0%
33.3%	Slovakia	33.3%
28.6%	Sweden	33.3%
39.8%	TOTAL	41.5%

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



2024		COUNTRIES	2025	
Number of nationalities	% of employees with another nationality than the country		Number of nationalities	% of employees with another nationality than the country
79	14.4%	Germany	78	14.4%
24	33.3%	Austria	23	31.3%
63	6.6%	Belgium	60	6.6%
3	2.0%	Bulgaria	4	2.9%
22	23.5%	Denmark	22	25.7%
66	16.0%	Spain	68	16.5%
4	6.5%	Finland	4	6.3%
118	7.6%	France	122	7.8%
3	2.3%	Greece	2	1.1%
10	5.6%	Hungary	9	5.5%
37	25.4%	Ireland	37	26.7%
43	0.9%	Italy	40	0.9%
57	83.0%	Luxembourg	61	84.7%
20	24.0%	Norway	19	21.3%
46	10.7%	Netherlands	49	11.0%
63	4.6%	Poland	65	5.3%
92	16.0%	Portugal	93	16.7%
17	12.8%	Czech Republic	18	12.5%
8	2.3%	Romania	8	2.0%
94	29.1%	United Kingdom	97	29.4%
17	11.9%	Slovakia	15	9.1%
22	16.4%	Sweden	26	18.5%
166	11.3%	TOTAL	163	11.6%

Percentages are based on the total headcount of each country.

2024			2025	
Nombre de personnes	Taux de significativité	COUNTRIES	Nombre de personnes	Taux de significativité
220	91%	Germany	236	98%
0	54%	Austria	1	79%
130	91%	Belgium	149	91%
2	100%	Bulgaria	2	100%
0	13%	Denmark	0	16%
43	89%	Spain	44	90%
0	100%	Finland	0	100%
3,460	98%	France	3,713	99%
0	100%	Greece	0	100%
0	80%	Hungary	0	80%
0	90%	Ireland	0	95%
793	97%	Italy	864	97%
12	97%	Luxembourg	14	97%
0	25%	Norway	0	24%
3	78%	Netherlands	4	78%
135	96%	Poland	146	96%
89	97%	Portugal	118	98%
1	65%	Czech Republic	1	68%
2	62%	Romania	3	66%
51	91%	United Kingdom	33	97%
7	96%	Slovakia	1	100%
0	58%	Sweden	0	61%
4,948	95%	TOTAL	5,329	96%

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

2024		COUNTRIES	2025	
Average Age	Number of Departure		Average Age	Number of Departure
61.4	87	Germany	61.4	80
58.3	1	Austria	58.5	3
63.4	271	Belgium	62.8	226
		Bulgaria	64.1	5
61.2	8	Denmark	61.6	11
61.0	34	Spain	60.9	35
		Finland		
62.0	1,359	France	62.3	1,053
58.4	1	Greece	57.9	2
60.5	10	Hungary	58.3	1
61.0	2	Ireland	61.1	2
63.5	507	Italy	63.4	528
59.7	78	Luxembourg	59.7	109
63.1	1	Norway	65.6	1
61.8	30	Netherlands	62.6	23
59.4	59	Poland	60.8	84
60.6	18	Portugal	61.2	17
61.4	12	Czech Republic	62.1	2
60.9	2	Romania	56.7	2
60.9	136	United Kingdom	61.0	146
56.0	2	Slovakia	58.7	6
60.5	10	Sweden	61.5	5
62.3	2,628	TOTAL	62.3	2,341

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



2024

2025

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 (including mandatory training courses)	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 (including mandatory training courses)	Average number of hours per employee (excluding mandatory training courses)
99.7%	99.6%	17.0	13.3	Germany	99.5%	99.2%	17.8	14.2
100.0%	100.0%	25.9	21.9	Austria	99.3%	99.3%	12.4	8.4
99.8%	99.6%	42.1	38.8	Belgium	99.8%	99.4%	37.4	29.1
99.0%	99.0%	15.3	12.2	Bulgaria	99.0%	98.0%	15.0	11.3
99.1%	97.5%	7.8	4.1	Denmark	99.6%	99.3%	9.6	6.0
99.6%	99.3%	23.5	19.3	Spain	99.4%	98.8%	22.9	19.0
100.0%	100.0%	6.6	4.2	Finland	100.0%	100.0%	7.7	3.5
98.6%	98.1%	31.4	24.5	France	98.6%	97.8%	27.7	20.7
95.7%	95.7%	10.7	6.5	Greece	98.9%	98.9%	9.1	4.8
100.0%	100.0%	13.0	8.8	Hungary	100.0%	100.0%	17.3	13.0
99.4%	98.7%	12.1	7.8	Ireland	99.3%	98.8%	12.5	8.2
99.4%	99.1%	30.5	26.7	Italy	99.3%	98.9%	32.3	28.8
98.6%	98.4%	23.2	19.0	Luxembourg	99.7%	99.2%	19.7	15.4
99.4%	99.4%	10.4	6.2	Norway	100.0%	100.0%	11.5	7.5
99.1%	97.7%	17.8	15.2	Netherlands	99.3%	98.6%	17.3	13.9
99.1%	99.0%	35.5	31.9	Poland	99.2%	99.0%	32.5	29.0
99.9%	99.7%	29.7	25.8	Portugal	99.9%	99.5%	36.5	31.7
100.0%	100.0%	9.4	11.4	Czech Republic	99.5%	99.1%	7.7	4.1
100.0%	99.4%	15.0	12.2	Romania	99.5%	98.9%	11.6	8.2
99.8%	99.8%	22.2	17.8	United Kingdom	99.6%	99.4%	18.6	15.3
99.4%	99.4%	5.7	1.9	Slovakia	99.6%	99.0%	6.2	2.5
99.2%	98.6%	10.7	6.9	Sweden	100.0%	98.9%	17.0	13.3
99.1%	98.8%	30.2	25.1	TOTAL	99.1%	98.6%	28.3	22.7

Source: My Development.

2024

2025

Hard skills	Risks & compliance	Culture & awareness of the Group	Soft Skills	COUNTRIES	Hard skills	Risks & compliance	Culture & awareness of the Group	Soft Skills
45%	36%	13%	6%	Germany	41%	31%	20%	8%
43%	38%	9%	9%	Austria	38%	35%	21%	6%
54%	28%	13%	5%	Belgium	54%	33%	6%	8%
37%	54%	6%	3%	Bulgaria	42%	41%	11%	6%
45%	49%	5%	1%	Denmark	36%	44%	19%	2%
46%	37%	7%	10%	Spain	41%	38%	9%	11%
56%	39%	2%	3%	Finland	41%	42%	12%	5%
66%	23%	6%	5%	France	69%	21%	6%	4%
41%	39%	15%	4%	Greece	42%	42%	13%	3%
41%	50%	4%	5%	Hungary	38%	43%	13%	6%
50%	40%	6%	5%	Ireland	41%	46%	10%	4%
57%	21%	19%	4%	Italy	66%	20%	11%	3%
43%	40%	12%	6%	Luxembourg	40%	45%	10%	5%
44%	37%	14%	4%	Norway	38%	47%	9%	6%
45%	41%	11%	3%	Netherlands	46%	39%	9%	6%
56%	32%	7%	6%	Poland	56%	33%	6%	5%
45%	32%	13%	10%	Portugal	41%	35%	14%	11%
49%	46%	2%	2%	Czech Republic	45%	42%	11%	2%
51%	44%	3%	3%	Romania	39%	45%	14%	3%
37%	48%	6%	9%	United Kingdom	32%	49%	11%	8%
46%	44%	8%	2%	Slovakia	46%	43%	9%	1%
44%	42%	10%	3%	Sweden	39%	42%	15%	4%
58%	27%	9%	5%	TOTAL	60%	27%	8%	5%

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.



2024

2025

% 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
51.2%	48.8%	56.8%	43.2%	Germany	60.9%	39.1%	59.8%	40.2%
65.6%	34.4%	70.1%	29.9%	Austria	60.9%	39.1%	54.1%	45.9%
47.9%	52.1%	49.0%	51.0%	Belgium	50.7%	49.3%	53.0%	47.0%
25.0%	75.0%	19.9%	80.1%	Bulgaria	30.0%	70.0%	32.2%	67.8%
100.0%	0.0%	100.0%	0.0%	Denmark	55.6%	44.4%	74.0%	26.0%
48.1%	51.9%	50.9%	49.1%	Spain	49.0%	51.0%	51.4%	48.6%
100.0%	0.0%	100.0%	0.0%	Finland	66.7%	33.3%	78.6%	21.4%
51.1%	48.9%	47.6%	52.4%	France	47.7%	52.3%	46.3%	53.7%
14.3%	85.7%	2.6%	97.4%	Greece	71.4%	28.6%	23.5%	76.5%
43.5%	56.5%	40.7%	59.3%	Hungary	48.0%	52.0%	33.4%	66.6%
51.9%	48.2%	30.0%	70.0%	Ireland	51.4%	48.6%	35.6%	64.4%
52.9%	47.1%	56.8%	43.3%	Italy	54.5%	45.5%	54.7%	45.3%
52.1%	48.0%	50.3%	49.8%	Luxembourg	45.3%	54.7%	41.6%	58.4%
55.0%	45.0%	31.6%	68.4%	Norway	42.9%	57.1%	59.4%	40.6%
77.2%	22.8%	73.0%	27.0%	Netherlands	64.5%	35.5%	62.3%	37.7%
42.2%	57.8%	43.7%	56.4%	Poland	41.6%	58.4%	39.2%	60.8%
43.1%	56.9%	43.6%	56.4%	Portugal	48.9%	51.1%	50.1%	49.9%
63.2%	36.8%	73.4%	26.6%	Czech Republic	62.5%	37.5%	35.5%	64.5%
32.5%	67.5%	24.2%	75.8%	Romania	40.0%	60.0%	47.3%	52.7%
61.4%	38.6%	58.5%	41.5%	United Kingdom	62.7%	37.3%	55.8%	44.2%
31.0%	69.0%	5.8%	94.2%	Slovakia	27.8%	72.2%	48.8%	51.2%
42.1%	57.9%	36.0%	64.0%	Sweden	57.5%	42.5%	53.7%	46.3%
50.7%	49.3%	48.7%	51.3%	TOTAL	50.2%	49.8%	48.2%	51.8%

Source: My Development.

