

EUROPEAN SOCIAL REPORT 2015



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

2015 EUROPEAN SOCIAL REPORT

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

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

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

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

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

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

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

The following symbol is used: 96%

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

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

PROFESSIONAL FIELD: the professional field refers to the Jobs Directory, the Group's worldwide reference system, divided into 4 categories: position, job, family, and professional field. The Jobs directory provides an overview of the principal activities pursued within the Group independently of, firstly, hierarchical positions and, secondly, legal and organizational structures.

SENIOR MANAGEMENT POSITION: In 2011, the concept of Senior Management Positions has been created to enable the Senior Managers to do the following:

- Provide leadership by giving meaning,
- Play an active role in the reflection process in the light of major transformations,
- Implement our corporate strategy effectively and efficiently.

A senior Management Position is a position that is identified and approved as such by the Executive committee of the different Business areas, core Businesses, Business lines, Retail Banking operating Entities, and Functions of BNP Paribas as having a major impact on the Group.

This impact is related to the expected involvement of the incumbent of any given position:

- in defining and implementing the entity's strategy, and/or;
- in obtaining commercial/final results, and/or
- in creating high-level expertise through the development of know-how, knowledge and skills, and/or;
- in managing a support function.

THEORETICAL WORKING HOURS, the formula is as follows: (52 weeks x the average of weekly hours officially agreed) - [average of annual leave (expressed in hours) + public holidays (expressed in hours)].

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

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

2014					100%	2015					100%
MALE		FEMALE		TOTAL	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
FTEs	%	FTEs	%			FTEs	%	FTEs	%		
12,135	40.4%	17,908	59.6%	30,043	FRB	11,655	40.3%	17,290	59.7%	28,945	
7,711	57.2%	5,770	42.8%	13,481	BNL	7,412	56.6%	5,680	43.4%	13,092	
6,896	49.2%	7,123	50.8%	14,020	RB Belgium	6,693	48.8%	7,020	51.2%	13,714	
1,061	54.1%	902	45.9%	1,963	RB Luxembourg	1,004	54.3%	846	45.7%	1,850	
2,005	49.2%	2,069	50.8%	4,074	Arval	2,923	57.6%	2,153	42.4%	5,076	
1,273	48.1%	1,371	51.9%	2,644	Leasing Solutions	1,304	47.8%	1,425	52.2%	2,729	
1,117	60.6%	726	39.4%	1,844	Personal Investors	1,032	62.2%	628	37.8%	1,660	
90	52.6%	81	47.4%	170	Retail Development & Innovation	174	57.0%	132	43.0%	306	
2,425	30.1%	5,636	69.9%	8,061	IRB	2,531	30.7%	5,716	69.3%	8,247	
6,655	40.1%	9,952	59.9%	16,607	Personal Finance	6,118	40.7%	8,909	59.3%	15,027	
1,978	45.6%	2,358	54.4%	4,336	Insurance	2,071	46.5%	2,380	53.5%	4,451	
3,595	53.6%	3,110	46.4%	6,705	Other IFS Core Businesses	3,506	54.4%	2,944	45.6%	6,450	
9,225	57.1%	6,943	42.9%	16,168	CIB	9,152	57.0%	6,895	43.0%	16,046	
3,599	55.6%	2,874	44.4%	6,472	Group Functions	4,649	51.1%	4,443	48.9%	9,093	
283	55.6%	226	44.4%	509	Other Activities	303	56.2%	237	43.8%	540	
60,048	47.2%	67,049	52.8%	127,097	TOTAL	60,527	47.6%	66,696	52.4%	127,223	

HEADCOUNT PER CORE BUSINESSES / RBOE / GROUP FUNCTIONS

2014					100%	2015					100%
MALE		FEMALE		TOTAL	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
12,207	39.4%	18,750	60.6%	30,957	FRB	11,730	39.4%	18,072	60.6%	29,802	
7,736	56.2%	6,026	43.8%	13,762	BNL	7,444	55.6%	5,953	44.4%	13,397	
7,062	47.2%	7,896	52.8%	14,958	RB Belgium	6,856	46.9%	7,774	53.1%	14,630	
1,076	50.6%	1,049	49.4%	2,125	RB Luxembourg	1,019	51.1%	975	48.9%	1,994	
2,015	48.0%	2,184	52.0%	4,199	Arval	2,932	56.4%	2,270	43.6%	5,202	
1,288	46.7%	1,469	53.3%	2,757	Leasing Solutions	1,316	46.5%	1,512	53.5%	2,828	
1,132	57.8%	826	42.2%	1,958	Personal Investors	1,067	57.5%	788	42.5%	1,855	
90	52.3%	82	47.7%	172	Retail Development & Innovation	175	56.6%	134	43.4%	309	
2,459	30.2%	5,686	69.8%	8,145	IRB	2,593	30.9%	5,799	69.1%	8,392	
6,781	38.0%	11,081	62.0%	17,862	Personal Finance	6,252	38.8%	9,868	61.2%	16,120	
1,997	44.6%	2,478	55.4%	4,475	Insurance	2,101	45.5%	2,520	54.5%	4,621	
3,655	52.7%	3,287	47.3%	6,942	Other IFS Core Businesses	3,585	52.9%	3,192	47.1%	6,777	
9,272	56.3%	7,200	43.7%	16,472	CIB	9,195	56.3%	7,135	43.7%	16,330	
3,626	54.8%	2,991	45.2%	6,617	Group Functions	4,614	50.6%	4,500	49.4%	9,114	
286	54.9%	235	45.1%	521	Other Activities	306	55.6%	244	44.4%	550	
60,682	46.0%	71,240	54.0%	131,922	TOTAL	61,185	46.4%	70,736	53.6%	131,921	

FULL-TIME EQUIVALENT PER COUNTRY

2014					100%	2015					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
FTES	%	FTES	%			FTES	%	FTES	%		
2,518	55.5%	2,016	44.5%	4,535	Germany	2,845	58.7%	2,004	41.3%	4,849	
108	49.3%	111	50.7%	219	Austria	108	48.0%	117	52.0%	225	
8,371	50.9%	8,081	49.1%	16,452	Belgium	8,269	50.5%	8,091	49.5%	16,360	
236	22.4%	818	77.6%	1,055	Bulgaria	221	20.4%	859	79.6%	1,080	
7	26.9%	19	73.1%	26	Croatia	6	27.3%	16	72.7%	22	
87	49.4%	89	50.6%	175	Denmark	84	44.6%	105	55.4%	189	
1,164	45.9%	1,373	54.1%	2,537	Spain	1,243	47.3%	1,387	52.7%	2,630	
19	43.2%	25	56.8%	44	Finland	19	42.2%	26	57.8%	45	
25,775	44.3%	32,381	55.7%	58,156	France	25,955	44.6%	32,220	55.4%	58,175	
25	54.3%	21	45.7%	46	Greece	25	54.3%	21	45.7%	46	
250	41.5%	352	58.5%	602	Hungary	241	40.0%	361	60.0%	602	
140	52.2%	128	47.8%	268	Ireland	247	52.2%	226	47.8%	473	
10,029	55.5%	8,055	44.5%	18,084	Italy	9,869	54.9%	8,124	45.1%	17,993	
2,049	55.3%	1,657	44.7%	3,705	Luxembourg	2,018	55.3%	1,628	44.7%	3,646	
59	54.4%	50	45.6%	109	Norway	53	54.1%	45	45.9%	97	
642	65.5%	338	34.5%	980	Netherlands	651	65.1%	349	34.9%	1,000	
2,936	30.7%	6,631	69.3%	9,567	Poland	2,784	31.2%	6,134	68.8%	8,919	
833	43.6%	1,077	56.4%	1,910	Portugal	938	43.7%	1,206	56.3%	2,143	
289	47.3%	322	52.7%	610	Czech Republic	303	48.2%	326	51.8%	629	
242	26.2%	682	73.8%	924	Romania	237	28.5%	595	71.5%	832	
4,103	61.3%	2,587	38.7%	6,689	United Kingdom	4,195	61.7%	2,599	38.3%	6,793	
103	41.4%	147	58.6%	250	Slovakia	116	40.7%	169	59.3%	286	
65	42.1%	89	57.9%	154	Sweden	100	53.1%	88	46.9%	188	
60,048	47.2%	67,049	52.8%	127,097	TOTAL	60,527	47.6%	66,696	52.4%	127,223	

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

COUNTRIES	2015															
	CORE BUSINESSES / RBOE / GROUP FUNCTIONS															
	FRB	BNL	RB BELGIUM	RB LUXEMBOURG	ARVAL	LEASING SOLUTIONS	PERSONAL INVESTORS	Retail Development & Innovation	IRB	PERSONAL FINANCE	INSURANCE	OTHER IFS CORE BUSINESSES	CIB	GROUP FUNCTIONS	OTHER ACTIVITIES	TOTAL
Germany	4		67		400	266	1,223			1,100	121	683	832	153	1	4,849
Austria					24	19	124				22	6	21	9		225
Belgium			13,546		285	121				292	90	354	727	924	21	16,360
Bulgaria										964	41		60	15		1,080
Croatia											19			3		22
Denmark			18		13					126	7		21	4		189
Spain	16				430	66	29			990	86	292	650	69		2,630
Finland					15							25	3	2		45
France	28,865				1,609	1,223	284	306	442	6,599	2,484	3,106	6,104	6,635	517	58,175
Greece					14							1	31			46
Hungary					36	13				377	44	25	80	28		602
Ireland					20						2	36	400	16		473
Italy	14	13,092			874	377				2,073	335	230	716	283		17,993
Luxembourg				1,850	21	11					224	375	994	170		3,646
Norway											10	31	50	7		97
Netherlands			16		174	61			27	26	118	346	168	65		1,000
Poland			29		106	135			7,779		126	69	552	124		8,919
Portugal	45				85	28				541	107	25	1,280	32		2,143
Czech Republic					90					423	73	13	18	12		629
Romania					53	35				668	32	12	17	15		832
United Kingdom			38		709	374				682	406	780	3,294	510		6,793
Slovakia					82					166	32			6		286
Sweden					35						71	44	28	10		188
TOTAL	28,945	13,092	13,714	1,850	5,076	2,729	1,660	306	8,247	15,027	4,451	6,450	16,046	9,093	540	127,223

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

100%

HEADCOUNT PER COUNTRY AND GENDER

2014					100%	2015					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
2,579	52.7%	2,315	47.3%	4,894	Germany	2,900	55.2%	2,354	44.8%	5,254	
111	46.4%	128	53.6%	239	Austria	111	45.7%	132	54.3%	243	
8,563	49.0%	8,930	51.0%	17,493	Belgium	8,460	48.7%	8,913	51.3%	17,373	
257	18.9%	1,101	81.1%	1,358	Bulgaria	235	17.0%	1,150	83.0%	1,385	
7	26.9%	19	73.1%	26	Croatia	6	27.3%	16	72.7%	22	
87	48.1%	94	51.9%	181	Denmark	98	44.5%	122	55.5%	220	
1,187	44.6%	1,476	55.4%	2,663	Spain	1,256	45.8%	1,487	54.2%	2,743	
19	43.2%	25	56.8%	44	Finland	19	42.2%	26	57.8%	45	
25,930	43.4%	33,787	56.6%	59,717	France	26,113	43.7%	33,585	56.3%	59,698	
25	54.3%	21	45.7%	46	Greece	25	54.3%	21	45.7%	46	
261	40.7%	380	59.3%	641	Hungary	251	39.2%	389	60.8%	640	
140	51.1%	134	48.9%	274	Ireland	247	51.6%	232	48.4%	479	
10,076	54.3%	8,478	45.7%	18,554	Italy	9,920	53.6%	8,581	46.4%	18,501	
2,072	52.3%	1,890	47.7%	3,962	Luxembourg	2,044	52.5%	1,846	47.5%	3,890	
59	54.1%	50	45.9%	109	Norway	53	54.1%	45	45.9%	98	
653	62.4%	393	37.6%	1,046	Netherlands	668	61.7%	414	38.3%	1,082	
2,995	30.2%	6,921	69.8%	9,916	Poland	2,844	31.4%	6,218	68.6%	9,062	
833	43.6%	1,078	56.4%	1,911	Portugal	938	43.7%	1,207	56.3%	2,145	
290	46.5%	333	53.5%	623	Czech Republic	308	47.7%	338	52.3%	646	
253	26.4%	705	73.6%	958	Romania	246	28.2%	627	71.8%	873	
4,113	60.0%	2,742	40.0%	6,855	United Kingdom	4,218	60.4%	2,771	39.6%	6,989	
107	42.0%	148	58.0%	255	Slovakia	125	42.2%	171	57.8%	296	
65	41.4%	92	58.6%	157	Sweden	100	52.4%	91	47.6%	191	
60,682	46.0%	71,240	54.0%	131,922	TOTAL	61,185	46.4%	70,736	53.6%	131,921	

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

2014						100%	2015						100%
FTC			PTC			CORE BUSINESSES / RBOE / GROUP FUNCTIONS	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
65	144	209	12,069	17,764	29,833	FRB	87	207	294	11,568	17,083	28,651	
23	37	60	7,688	5,732	13,420	BNL	68	88	156	7,344	5,592	12,936	
70	81	151	6,827	7,042	13,869	RB Belgium	68	85	153	6,625	6,935	13,561	
15	25	40	1,046	877	1,923	RB Luxembourg	20	35	54	984	811	1,796	
86	107	193	1,919	1,962	3,881	Arval	159	163	321	2,764	1,990	4,754	
58	88	146	1,215	1,283	2,498	Leasing Solutions	64	101	165	1,240	1,324	2,564	
54	23	77	1,063	703	1,766	Personal Investors	76	56	132	956	572	1,528	
1	1	2	89	80	168	Retail Development & Innovation	2	1	3	172	131	303	
465	1,009	1,474	1,960	4,627	6,587	IRB	438	1,048	1,487	2,093	4,668	6,760	
401	1,025	1,426	6,254	8,928	15,181	Personal Finance	334	643	977	5,785	8,265	14,050	
52	73	125	1,926	2,285	4,211	Insurance	53	92	145	2,018	2,288	4,306	
122	131	253	3,473	2,979	6,452	Other IFS Core Businesses	103	114	217	3,404	2,830	6,233	
338	343	681	8,887	6,600	15,487	CIB	367	329	695	8,785	6,566	15,351	
17	33	50	3,582	2,841	6,423	Group Functions	69	90	159	4,580	4,354	8,934	
0	1	1	283	225	508	Other Activities	0	4	4	303	233	536	
1,768	3,121	4,888	58,281	63,928	122,209	TOTAL	1,906	3,055	4,961	58,622	63,641	122,263	

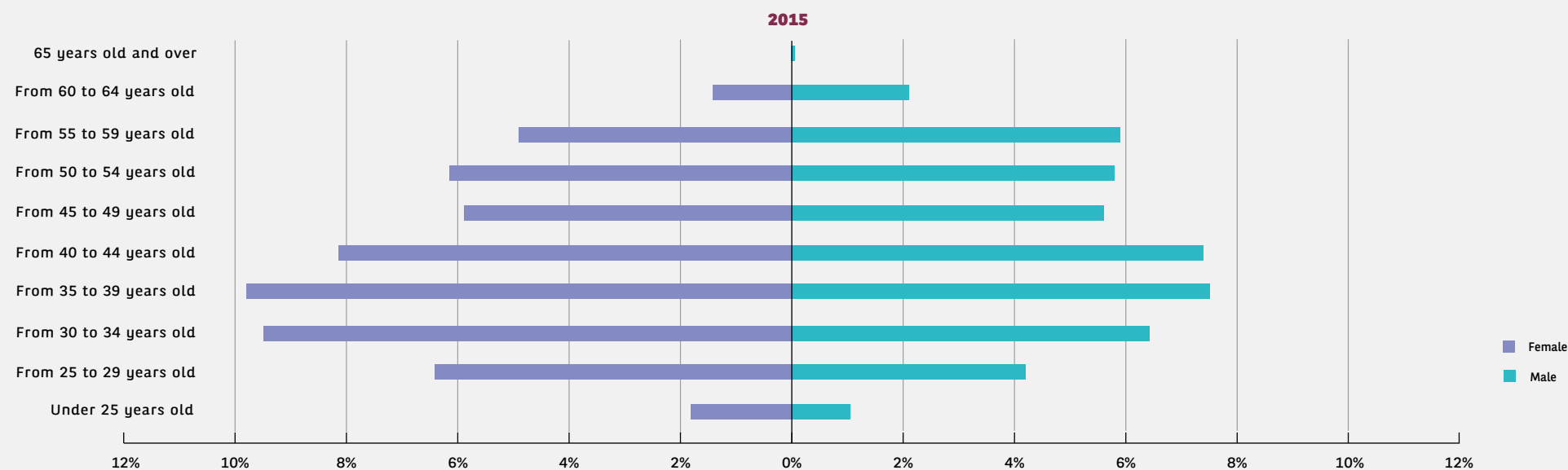
FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

2014						100%	2015						100%
FTC			PTC			COUNTRIES	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
109	93	201	2,410	1,924	4,333	Germany	126	128	254	2,719	1,876	4,595	
7	3	10	101	108	209	Austria	6	11	16	102	106	209	
117	98	215	8,255	7,983	16,238	Belgium	106	114	220	8,163	7,977	16,140	
1	4	5	235	814	1,050	Bulgaria	1	2	3	220	857	1,077	
0	0	0	7	19	26	Croatia	1	1	2	5	15	20	
4	8	12	83	81	163	Denmark	6	4	10	78	101	179	
63	71	134	1,101	1,302	2,403	Spain	94	84	178	1,149	1,303	2,452	
2	3	5	17	22	39	Finland	1	4	5	18	22	40	
326	653	979	25,449	31,728	57,177	France	351	702	1,053	25,604	31,518	57,122	
	1	1	25	20	45	Greece		1	1	25	20	45	
8	3	11	242	349	591	Hungary	7	5	12	234	356	590	
9	8	17	131	121	252	Ireland	21	16	37	226	210	436	
193	266	460	9,836	7,788	17,624	Italy	311	393	705	9,558	7,730	17,289	
78	75	153	1,971	1,582	3,553	Luxembourg	75	76	150	1,943	1,552	3,495	
2	3	5	57	47	104	Norway	2	4	6	51	41	91	
54	55	108	588	284	872	Netherlands	61	57	118	590	292	882	
635	1,400	2,035	2,302	5,231	7,532	Poland	581	1,188	1,770	2,203	4,946	7,149	
34	57	91	799	1,020	1,819	Portugal	18	32	50	920	1,174	2,093	
38	66	104	251	256	506	Czech Republic	33	44	77	270	282	552	
32	181	213	210	501	712	Romania	21	86	107	216	509	725	
45	51	96	4,058	2,535	6,593	United Kingdom	48	55	104	4,146	2,543	6,690	
6	17	23	97	130	227	Slovakia	28	42	70	88	127	215	
6	5	11	59	84	142	Sweden	7	5	12	93	83	176	
1,768	3,121	4,888	58,281	63,928	122,209	TOTAL	1,906	3,055	4,961	58,622	63,641	122,263	

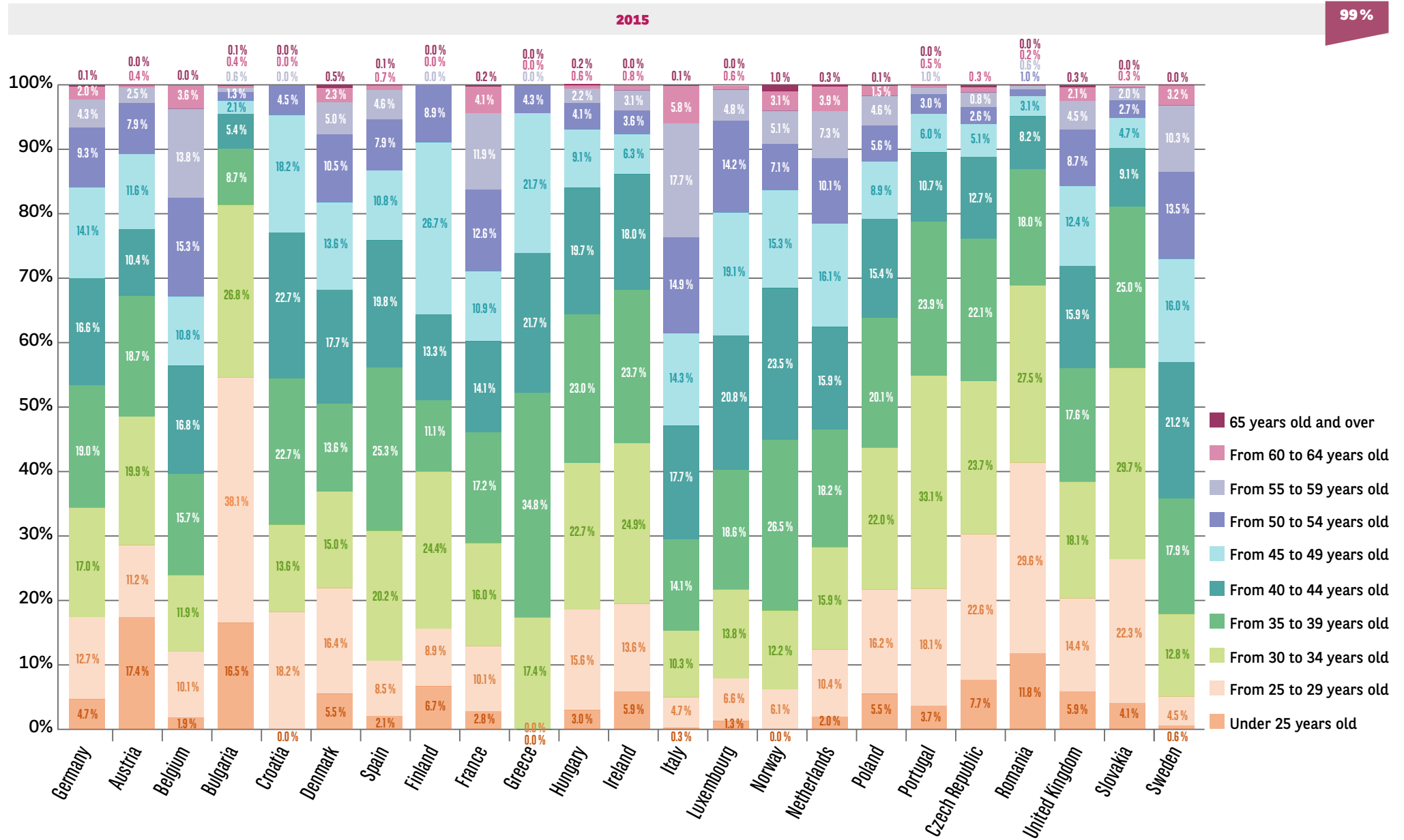
AGE PYRAMID – HEADCOUNT

2014			AGE BRACKETS	2015		
98 %				99 %		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
73.7%	26.3%	0.1%	65 years old and over	72.2%	27.8%	0.2%
63.8%	36.2%	3.3%	From 60 to 64 years old	63.0%	37.0%	3.5%
53.6%	46.4%	11.0%	From 55 to 59 years old	54.2%	45.8%	10.8%
48.8%	51.2%	12.1%	From 50 to 54 years old	48.5%	51.5%	11.9%
48.7%	51.3%	11.3%	From 45 to 49 years old	48.4%	51.6%	11.5%
47.5%	52.5%	14.6%	From 40 to 44 years old	46.9%	53.1%	15.5%
43.4%	56.6%	17.0%	From 35 to 39 years old	42.8%	57.2%	17.2%
39.9%	60.1%	16.7%	From 30 to 34 years old	40.4%	59.6%	15.8%
39.9%	60.1%	10.8%	From 25 to 29 years old	40.9%	59.1%	10.6%
36.5%	63.5%	2.9%	Under 25 years old	38.4%	61.6%	3.0%

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



DISTRIBUTION OF HEADCOUNT PER AGE AND COUNTRY



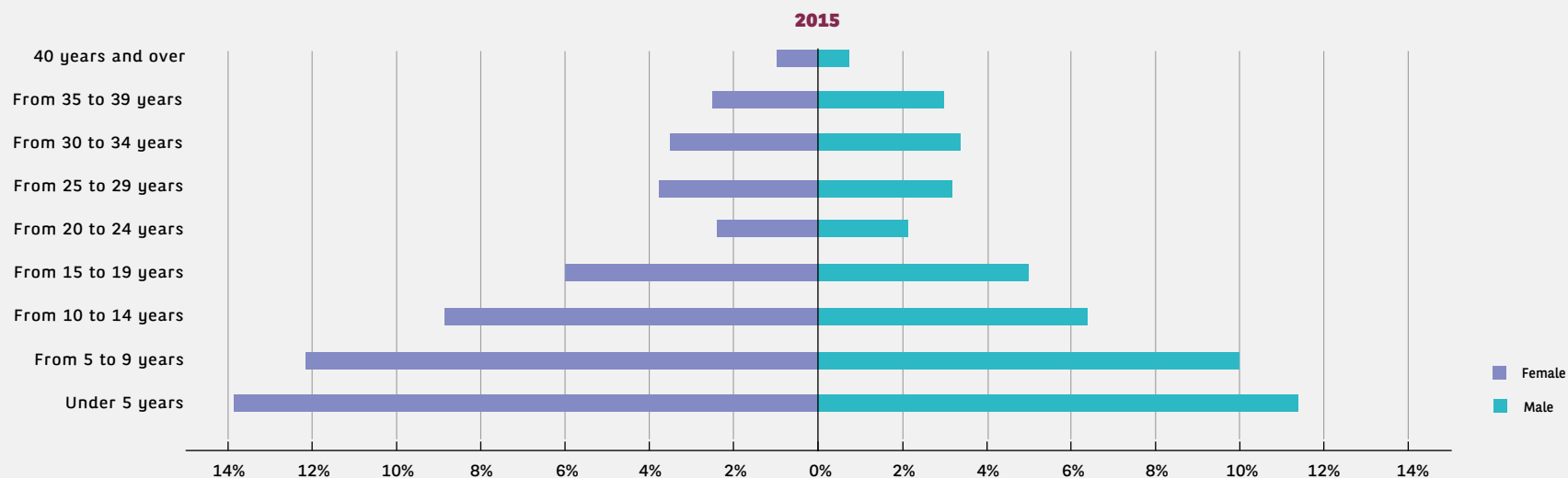
GROUP SENIORITY PYRAMID - HEADCOUNT

2014 98 %			SENIORITY BRACKETS	2015 99 %		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
43.4%	56.6%	2.3%	40 years and over	43.0%	57.0%	1.9%
52.9%	47.1%	5.4%	From 35 to 39 years	54.8%	45.2%	5.4%
51.9%	48.1%	7.7%	From 30 to 34 years	51.6%	48.4%	6.9%
47.3%	52.7%	6.7%	From 25 to 29 years	47.4%	52.6%	6.7%
45.1%	54.9%	5.7%	From 20 to 24 years	47.3%	52.7%	4.9%
44.9%	55.1%	9.0%	From 15 to 19 years	45.0%	55.0%	10.8%
42.5%	57.5%	16.0%	From 10 to 14 years	43.0%	57.0%	15.6%
44.5%	55.5%	23.3%	From 5 to 9 years	45.6%	54.4%	22.4%
46.6%	53.4%	23.9%	Under 5 years	45.0%	55.0%	25.3%

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

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

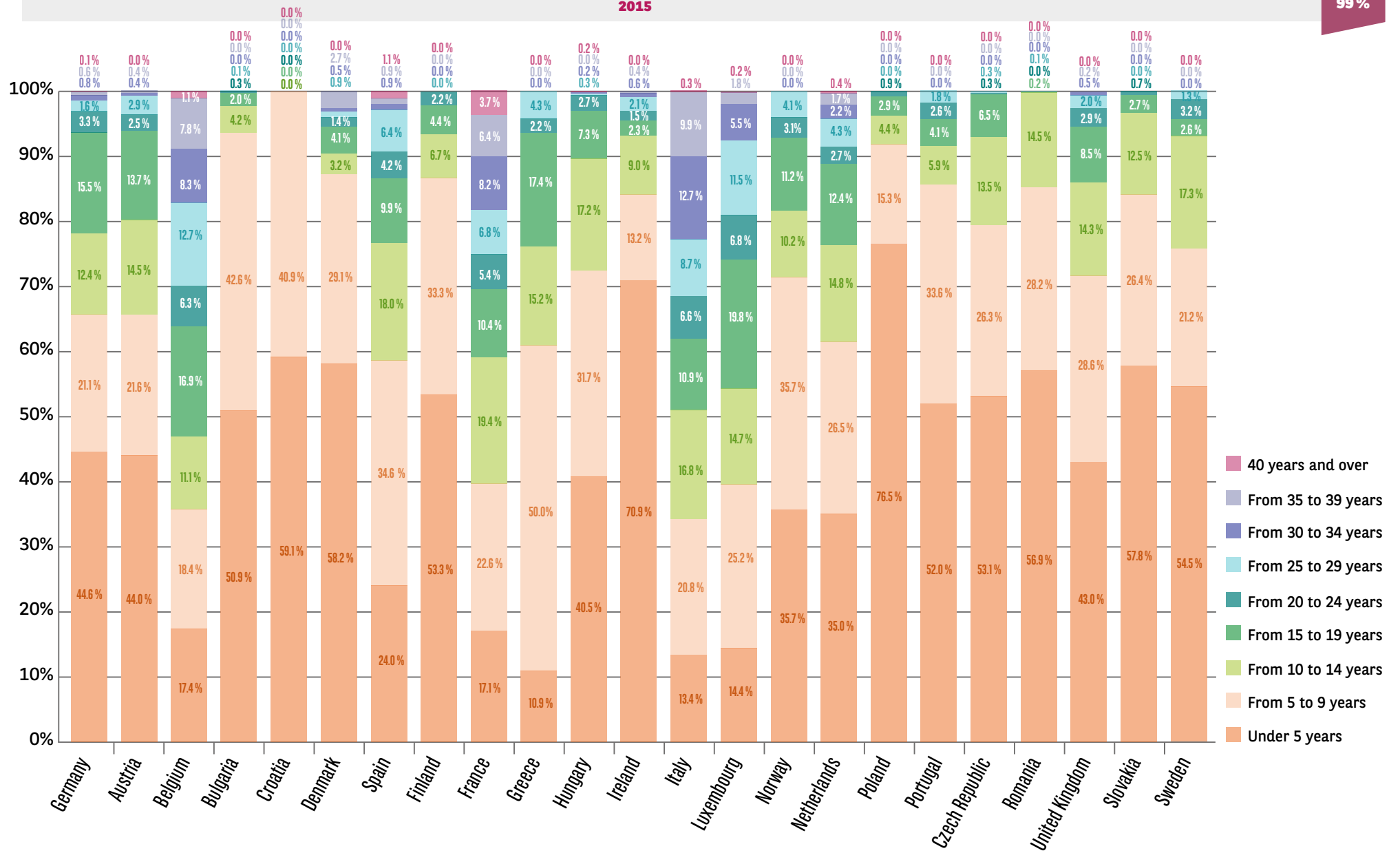
When third-party companies are acquired by BNP Paribas, the seniority used for the purpose of the audit is that of the employee's arrival in the original company.



DISTRIBUTION OF HEADCOUNT PER GROUP SENIORITY AND COUNTRY

2015

99 %



AVERAGE AGE PER COUNTRY AND GENDER - HEADCOUNT

2014			98 %	2015			91 %
MALE	FEMALE	GLOBAL		COUNTRIES	MALE	FEMALE	GLOBAL
39.9	38.1	39.1		Germany	41.9	40.7	41.3
35.7	36.0	35.9		Austria	38.2	37.6	37.9
44.5	42.3	43.4		Belgium	44.5	42.6	43.5
32.4	29.7	30.2		Bulgaria	33.0	30.2	30.7
35.1	38.6	37.6		Croatia	34.6	39.9	38.4
39.2	39.4	39.3		Denmark	43.0	44.2	43.5
40.0	38.2	39.0		Spain	41.6	40.1	40.9
39.3	39.8	39.6		Finland	38.9	39.3	39.1
43.4	41.8	42.5		France	43.4	41.9	42.5
39.0	40.4	39.6		Greece	40.0	41.7	40.7
37.1	36.6	36.8		Hungary	37.7	37.0	37.3
36.7	36.7	36.7		Ireland	36.8	36.9	36.9
48.0	43.2	45.8		Italy	48.4	43.6	46.1
42.2	41.4	41.9		Luxembourg	42.4	41.9	42.2
42.2	42.3	42.2		Norway	41.9	42.3	42.1
42.5	40.3	41.7		Netherlands	42.9	40.2	41.8
36.9	37.8	37.5		Poland	37.4	39.2	38.6
35.4	34.5	34.9		Portugal	35.8	35.0	35.4
35.0	33.9	34.4		Czech Republic	35.4	34.8	35.1
31.7	30.6	30.9		Romania	35.9	33.7	34.5
39.2	38.3	38.8		United Kingdom	40.1	38.8	39.6
36.4	33.1	34.5		Slovakia	36.6	34.1	35.1
42.3	43.2	42.9		Sweden	44.2	43.5	43.8
43.1	40.8	41.9		AVERAGE AGE	43.5	41.4	42.4

AVERAGE GROUP SENIORITY PER COUNTRY AND GENDER

2014			98%	2015			91%
MALE	FEMALE	GLOBAL		COUNTRIES	MALE	FEMALE	GLOBAL
7.4	7.9	7.6		Germany	8.5	8.6	8.5
6.7	8.2	7.5		Austria	6.0	6.2	6.1
17.5	16.5	17.0		Belgium	17.4	16.7	17.1
5.4	4.3	4.5		Bulgaria	5.9	4.7	4.9
3.8	3.9	3.9		Croatia	4.4	4.3	4.3
5.7	6.5	6.1		Denmark	6.1	10.8	8.0
11.1	9.8	10.4		Spain	12.4	11.3	11.8
5.4	6.2	5.9		Finland	4.6	6.1	5.5
16.4	16.6	16.5		France	16.2	16.4	16.3
8.4	10.4	9.3		Greece	9.4	11.3	10.3
6.9	7.6	7.3		Hungary	7.5	7.6	7.5
7.1	8.5	7.8		Ireland	4.2	4.9	4.5
19.1	15.6	17.5		Italy	19.5	16.0	17.9
14.1	15.1	14.6		Luxembourg	14.2	15.4	14.8
7.7	8.6	8.1		Norway	7.4	9.3	8.3
10.7	10.1	10.5		Netherlands	11.0	9.8	10.5
6.6	8.8	8.1		Poland	3.6	2.8	3.0
5.7	5.4	5.5		Portugal	6.0	5.6	5.8
6.3	5.4	5.8		Czech Republic	6.1	5.5	5.8
4.7	3.9	4.1		Romania	5.1	4.4	4.7
7.7	7.1	7.5		United Kingdom	8.2	7.6	7.9
6.1	5.2	5.6		Slovakia	5.8	4.6	5.1
7.2	5.4	6.1		Sweden	7.0	6.0	6.4
14.9	14.1	14.5		AVERAGE GROUP SENIORITY	15.2	14.1	14.6

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

FULL-TIME EQUIVALENT PER PROFESSIONAL FIELD AND COUNTRY

2014					88 %	2015					88 %
DISTRIBUTION					COUNTRIES	DISTRIBUTION					
SALES	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT	TOTAL	SIGNIFICANCE RATE		SALES	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT	TOTAL	SIGNIFICANCE RATE	
41.9%	26.9%	31.2%	2,364	52%	Germany	42.9%	27.7%	29.4%	866	18%	
37.5%	20.2%	42.3%	100	46%	Austria	36.0%	24.3%	39.8%	82	36%	
55.1%	11.2%	33.7%	16,302	99%	Belgium	56.1%	8.3%	35.6%	16,066	98%	
25.7%	33.1%	41.2%	1,053	100%	Bulgaria	72.3%	6.1%	21.6%	755	70%	
NC	NC	NC	NC	NC	Croatia	27.3%	27.3%	45.5%	22	100%	
45.6%	22.8%	31.6%	56	32%	Denmark	47.8%	21.3%	30.9%	60	32%	
36.4%	26.4%	37.1%	2,426	96%	Spain	35.9%	25.1%	39.1%	1,620	62%	
38.6%	20.5%	40.9%	44	100%	Finland	41.7%	25.0%	33.3%	36	80%	
52.6%	12.8%	34.6%	53,911	93%	France	52.3%	12.2%	35.5%	55,121	95%	
23.9%	50.0%	26.1%	46	100%	Greece	26.1%	47.8%	26.1%	46	100%	
47.5%	10.6%	41.9%	574	95%	Hungary	51.9%	9.2%	38.9%	577	96%	
10.2%	31.1%	58.6%	239	89%	Ireland	11.1%	46.1%	42.8%	438	92%	
59.4%	13.4%	27.2%	17,588	97%	Italy	60.1%	12.8%	27.1%	16,373	91%	
30.8%	26.9%	42.2%	3,665	99%	Luxembourg	31.3%	25.6%	43.1%	3,600	99%	
46.3%	13.9%	39.8%	108	99%	Norway	48.3%	7.8%	43.8%	93	96%	
50.6%	16.3%	33.1%	894	91%	Netherlands	49.8%	14.9%	35.3%	869	87%	
53.4%	20.9%	25.7%	3,345	35%	Poland	53.2%	24.0%	22.8%	7,819	88%	
19.3%	59.2%	21.5%	1,908	100%	Portugal	18.8%	56.9%	24.3%	2,142	100%	
48.9%	21.4%	29.7%	598	98%	Czech Republic	50.3%	18.1%	31.6%	192	31%	
41.1%	19.2%	39.7%	884	96%	Romania	48.8%	14.2%	37.0%	141	17%	
43.0%	18.1%	38.9%	5,889	88%	United Kingdom	45.3%	16.3%	38.3%	4,394	65%	
58.8%	12.2%	29.0%	250	100%	Slovakia	51.2%	20.0%	28.8%	286	100%	
44.9%	10.9%	44.2%	153	99%	Sweden	45.5%	10.2%	44.3%	147	78%	
51.5%	15.0%	33.5%	112,396	88%	TOTAL	52.0%	14.5%	33.5%	111,744	88%	

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

%: significance rate of 30% to 50%.

%: non-significant data.

RECRUITMENTS OF PERMANENT-TERM CONTRACTS PER GENDER - HEADCOUNT

2014			100%	2015			100%
HEADCOUNT			RECRUITMENTS	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
2,549	2,456	5,005	PTC	3,186	3,200	6,386	
478	512	990	Conversions from FTC to PTC	548	775	1,323	
3,027	2,968	5,995	TOTAL	3,734	3,975	7,709	

2014			100%	2015			100%
DISTRIBUTION			RECRUITMENTS	DISTRIBUTION			
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL	
50.9%	49.1%	83.5%	PTC	49.9%	50.1%	82.8%	
48.3%	51.7%	16.5%	Conversions from FTC to PTC	41.4%	58.6%	17.2%	
50.5%	49.5%	100.0%	TOTAL	48.4%	51.6%	100.0%	

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

VARIATION OF THE FTC HEADCOUNT IN FTE

2014	100%	2015	100%
1,642		72	

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

RECRUITMENTS OF PERMANENT-TERM CONTRACTS PER COUNTRY AND GENDER - HEADCOUNT

2014			100%	2015			100%
PTC		RECRUITMENTS	COUNTRIES	PTC		RECRUITMENTS	
MALE	FEMALE			MALE	FEMALE		
58.0%	42.0%	521	Germany	56.8%	43.2%	500	
56.3%	43.8%	16	Austria	54.5%	45.5%	22	
54.0%	46.0%	639	Belgium	52.0%	48.0%	863	
18.7%	81.3%	428	Bulgaria	17.8%	82.2%	325	
42.9%	57.1%	7	Croatia	0.0%	100.0%	2	
100.0%	0.0%	2	Denmark	51.6%	48.4%	31	
59.7%	40.3%	144	Spain	54.5%	45.5%	145	
0.0%	100.0%	3	Finland	80.0%	20.0%	5	
50.4%	49.6%	2,267	France	49.4%	50.6%	3,063	
0.0%	100.0%	1	Greece	0.0%	100.0%	1	
42.9%	57.1%	91	Hungary	34.7%	65.3%	95	
61.4%	38.6%	44	Ireland	55.1%	44.9%	89	
53.3%	46.7%	274	Italy	53.6%	46.4%	267	
72.7%	27.3%	66	Luxembourg	65.1%	34.9%	149	
80.0%	20.0%	10	Norway	85.7%	14.3%	7	
69.0%	31.0%	29	Netherlands	61.7%	38.3%	47	
37.9%	62.1%	169	Poland	31.3%	68.8%	496	
48.3%	51.7%	296	Portugal	39.0%	61.0%	349	
43.8%	56.3%	32	Czech Republic	50.5%	49.5%	93	
35.6%	64.4%	73	Romania	49.5%	50.5%	101	
59.7%	40.3%	853	United Kingdom	54.5%	45.5%	1,015	
61.5%	38.5%	13	Slovakia	53.8%	46.2%	26	
35.3%	64.7%	17	Sweden	44.4%	55.6%	18	
50.5%	49.5%	5,995	TOTAL	48.4%	51.6%	7,709	

Including conversions from FTC to PTC.

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

PERMANENT-TERM CONTRACTS LEAVERS PER REASON AND GENDER - HEADCOUNT

2014			100%	2015			100%
HEADCOUNT			DEPARTURES PER REASON	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
1,108	1,121	2,229	Retirements and Early Retirements	1,385	1,366	2,751	
1,496	1,632	3,128	Resignations	1,865	1,848	3,713	
597	745	1,342	Redundancies	528	649	1,177	
187	222	409	Amicable termination	316	513	829	
434	373	807	Others*	611	586	1,197	
3,822	4,093	7,915	TOTAL	4,705	4,962	9,667	

2014			DEPARTURES PER REASON	2015		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL	MALE	FEMALE	GLOBAL	
49.7%	50.3%	28.2%	Retirements and Early Retirements	50.3%	49.7%	28.5%
47.8%	52.2%	39.5%	Resignations	50.2%	49.8%	38.4%
44.5%	55.5%	17.0%	Redundancies	44.9%	55.1%	12.2%
45.7%	54.3%	5.2%	Amicable termination	38.1%	61.9%	8.6%
53.8%	46.2%	10.2%	Others*	51.0%	49.0%	12.4%
48.3%	51.7%	100.0%	TOTAL	48.7%	51.3%	100.0%

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

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

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

PERIMETER CHANGES - FULL-TIME EQUIVALENT

2013 / 2014		100%	2014 / 2015		100%
FTEs	Rate	Perimeter changes	FTEs	Rate	
9,171	7.2%			1,168	0.9%

TURN-OVER RATE PER REASON AND COUNTRY

COUNTRIES	2015						DEPARTURES
	DEPARTURES PER REASON						
	RETIREMENTS AND EARLY RETIREMENTS	RESIGNATIONS	REDUNDANCIES	AMICABLE TERMINATION	OTHERS*	TOTAL	
Germany	0.3%	7.6%	2.4%	0.0%	0.8%	11.1%	481
Austria	0.0%	5.7%	0.0%	1.0%	3.8%	10.5%	22
Belgium	3.5%	2.5%	0.8%	0.2%	0.3%	7.3%	1,190
Bulgaria	0.0%	9.5%	2.5%	24.3%	3.1%	39.4%	414
Croatia	0.0%	7.7%	0.0%	11.5%	3.8%	23.1%	6
Denmark	0.0%	8.6%	1.8%	0.0%	0.0%	10.4%	17
Spain	0.0%	3.0%	2.2%	0.0%	0.3%	5.5%	131
Finland	0.0%	7.7%	0.0%	0.0%	7.7%	15.4%	6
France	3.0%	1.8%	0.8%	0.3%	0.6%	6.4%	3,679
Greece	0.0%	2.2%	0.0%	0.0%	0.0%	2.2%	1
Hungary	0.2%	3.9%	1.7%	7.6%	2.9%	16.2%	96
Ireland	0.8%	16.3%	0.0%	1.6%	1.2%	19.9%	50
Italy	2.0%	0.8%	0.2%	0.2%	0.3%	3.5%	617
Luxembourg	1.1%	2.3%	0.3%	0.3%	0.3%	4.4%	156
Norway	0.0%	2.9%	0.0%	1.0%	12.5%	16.4%	17
Netherlands	0.2%	4.9%	1.7%	0.3%	3.3%	10.6%	92
Poland	0.4%	4.6%	3.7%	2.5%	2.5%	13.6%	1,028
Portugal	0.0%	0.0%	0.1%	0.0%	5.6%	5.7%	103
Czech Republic	0.2%	5.5%	0.2%	4.3%	6.7%	17.0%	86
Romania	0.1%	36.8%	1.4%	0.8%	0.3%	39.5%	281
United Kingdom	0.2%	11.3%	0.9%	0.7%	3.8%	17.0%	1,120
Slovakia	0.0%	6.2%	0.0%	6.2%	11.9%	24.2%	55
Sweden	0.7%	6.3%	0.0%	0.0%	6.3%	13.4%	19
TOTAL	2.3%	3.0%	1.0%	0.7%	1.0%	7.9%	9,667

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

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

3 | ABSENTEEISM, LEAVES & WORK RELATED ACCIDENTS

ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS (Calculated in calendar days)

2014				83%	2015				87%
RATE OF ABSENTEEISM AND LEAVES				Countries	RATE OF ABSENTEEISM AND LEAVES				
ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY AND PATERNITY	OTHER AUTHORISED		ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY AND PATERNITY	OTHER AUTHORISED	
2.1%	0.0%	2.0%	0.2%	Germany	2.7%	0.0%	2.1%	0.2%	
not communicated				Austria	not communicated				
2.7%	0.1%	0.5%	0.2%	Belgium	3.0%	0.0%	0.6%	0.2%	
4.1%	0.0%	not communicated		Bulgaria	not communicated				
not communicated				Croatia	not communicated				
not communicated				Denmark	1.9%	0.0%	1.7%	0.2%	
3.7%	0.0%	1.3%	0.7%	Spain	2.1%	0.0%	1.4%	0.6%	
not communicated				Finland	not communicated				
3.0%	0.1%	2.3%	0.8%	France	4.4%	0.1%	2.0%	3.1%	
not communicated				Greece	0.3%	0.0%	2.9%	0.2%	
1.6%	0.0%	1.2%	0.2%	Hungary	1.7%	0.0%	2.2%	0.2%	
not communicated				Ireland	not communicated				
3.1%	0.0%	2.2%	0.5%	Italy	2.9%	0.0%	1.9%	0.6%	
2.4%	not communicated	1.2%	0.3%	Luxembourg	2.6%	0.0%	1.0%	0.2%	
not communicated				Norway	1.6%	0.0%	1.0%	0.4%	
1.5%	0.0%	0.6%	0.0%	Netherlands	not communicated				
3.8%	0.0%	4.3%	1.0%	Poland	6.5%	0.1%	5.9%	1.1%	
0.2%	0.0%	0.0%	0.5%	Portugal	1.0%	0.1%	1.8%	0.4%	
1.8%	0.0%	11.8%	0.1%	Czech Republic	not communicated				
0.9%	0.0%	1.5%	0.2%	Romania	1.0%	0.0%	1.5%	0.2%	
1.1%	0.0%	1.2%	0.2%	United Kingdom	1.2%	0.0%	0.9%	0.3%	
2.0%	0.0%	3.7%	1.1%	Slovakia	not communicated				
not communicated				Sweden	not communicated				
2.9%	0.0%	2.2%	0.6%	TOTAL	3.8%	0.0%	2.0%	1.8%	
85%	81%	84%	84%	Significance rate	87%	84%	87%	87%	

%: significance rate of 30% to 50%.

%: non-significant data.

PART-TIME WORKERS PER COUNTRY AND GENDER - HEADCOUNT

2014							86%	2015							91%
MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	Countries	MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	
HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%		
14	2.0%	138	23.9%	152	11.8%	26%	Germany	18	2.4%	148	23.9%	166	12.1%	26%	
3	5.5%	8	16.3%	11	10.6%	44%	Austria	5	10.6%	11	21.6%	16	16.3%	40%	
834	9.8%	3,471	39.0%	4,305	24.7%	100%	Belgium	805	9.6%	3,350	37.7%	4,155	24.1%	99%	
72	28.0%	542	49.2%	614	45.2%	100%	Bulgaria	52	23.7%	536	51.0%	588	46.3%	92%	
-	0.0%	-	0.0%	0	0.0%	100%	Croatia	-	0.0%	-	0.0%	0	0.0%	100%	
1	2.9%	8	34.8%	9	15.8%	31%	Denmark	1	2.7%	8	32.0%	9	14.5%	28%	
7	0.9%	93	12.2%	100	6.4%	59%	Spain	9	1.1%	99	12.3%	108	6.6%	60%	
-	0.0%	-	0.0%	0	0.0%	100%	Finland	-	0.0%	-	0.0%	0	0.0%	100%	
466	1.9%	5,555	17.9%	6,021	10.9%	92%	France	471	1.9%	5,647	17.5%	6,118	10.7%	95%	
-	0.0%	-	0.0%	0	0.0%	100%	Greece	-	0.0%	-	0.0%	0	0.0%	100%	
23	9.3%	65	17.8%	88	14.3%	96%	Hungary	21	8.6%	64	17.2%	85	13.8%	96%	
-	0.0%	14	11.3%	14	5.7%	89%	Ireland	-	0.0%	14	6.3%	14	3.2%	92%	
157	1.6%	1,733	20.9%	1,890	10.4%	98%	Italy	184	1.9%	1,797	21.5%	1,981	11.0%	97%	
81	3.9%	781	41.7%	862	21.9%	99%	Luxembourg	89	4.4%	749	40.8%	838	21.7%	99%	
-	0.0%	3	6.0%	3	2.8%	100%	Norway	1	1.9%	2	4.4%	3	3.1%	100%	
65	11.2%	197	56.4%	262	28.1%	89%	Netherlands	68	11.7%	198	52.9%	266	27.8%	88%	
49	3.6%	94	4.6%	143	4.2%	34%	Poland	67	2.7%	154	2.8%	221	2.8%	88%	
1	0.1%	5	0.5%	6	0.3%	100%	Portugal	1	0.1%	5	0.4%	6	0.3%	100%	
6	2.1%	39	12.0%	45	7.4%	98%	Czech Republic	18	6.0%	43	13.0%	61	9.6%	98%	
6	11.3%	11	12.2%	17	11.9%	15%	Romania	2	3.7%	9	9.6%	11	7.4%	17%	
29	0.8%	374	15.9%	403	6.7%	88%	United Kingdom	41	1.1%	436	18.1%	477	7.9%	86%	
5	4.7%	6	4.1%	11	4.3%	100%	Slovakia	12	9.6%	5	2.9%	17	5.7%	100%	
2	3.1%	12	13.0%	14	8.9%	100%	Sweden	1	1.5%	11	12.1%	12	7.7%	82%	
1,821	3.4%	13,149	22.0%	14,970	13.2%	86%	TOTAL	1,866	3.4%	13,286	20.5%	15,152	12.6%	91%	

Percentages per gender are calculated on the basis of the total headcount by gender of each country (full-time and part-time). Percentages of the total column are based on the total headcount of each country (full-time and part-time).

%: significance rate of 30% to 50%.
%: non-significant data.

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

2014				86%	2015				91%
WORKING PART-TIME				COUNTRIES	WORKING PART-TIME				
< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE		< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE	
77.0%	23.0%	152	26%	Germany	74.1%	25.9%	166	26%	
72.7%	27.3%	11	44%	Austria	75.0%	25.0%	16	40%	
18.3%	81.7%	4,305	100%	Belgium	18.6%	81.4%	4,155	99%	
62.2%	37.8%	614	100%	Bulgaria	63.4%	36.6%	588	92%	
0.0%	0.0%	0	100%	Croatia	0.0%	0.0%	0	100%	
0.0%	100.0%	9	31%	Denmark	0.0%	100.0%	9	28%	
36.0%	64.0%	100	59%	Spain	33.3%	66.7%	108	60%	
0.0%	0.0%	0	100%	Finland	0.0%	0.0%	0	100%	
19.2%	80.8%	6,021	92%	France	18.2%	81.8%	6,118	95%	
0.0%	0.0%	0	100%	Greece	0.0%	0.0%	0	100%	
79.5%	20.5%	88	96%	Hungary	81.2%	18.8%	85	96%	
71.4%	28.6%	14	89%	Ireland	85.7%	14.3%	14	92%	
47.8%	52.2%	1,890	98%	Italy	48.9%	51.1%	1,981	97%	
43.3%	56.7%	862	99%	Luxembourg	41.6%	58.4%	838	99%	
0.0%	100.0%	3	100%	Norway	33.3%	66.7%	3	100%	
41.6%	58.4%	262	89%	Netherlands	42.1%	57.9%	266	88%	
58.7%	41.3%	143	34%	Poland	70.6%	29.4%	221	88%	
16.7%	83.3%	6	100%	Portugal	33.3%	66.7%	6	100%	
84.4%	15.6%	45	98%	Czech Republic	83.6%	16.4%	61	98%	
100.0%	0.0%	17	15%	Romania	100.0%	0.0%	11	17%	
58.1%	41.9%	403	88%	United Kingdom	56.4%	43.6%	477	86%	
72.7%	27.3%	11	100%	Slovakia	88.2%	11.8%	17	100%	
28.6%	71.4%	14	100%	Sweden	33.3%	66.7%	12	82%	
29.0%	71.0%	14,970	86%	TOTAL	29.4%	70.6%	15,152	91%	

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

% significance rate of 30% to 50%.

% non-significant data.

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

COUNTRIES	2015									TOTAL HEADCOUNT
	AGE BRACKETS									
	UNDER 25 YEARS	FROM 25 TO 29 YEARS OLD	FROM 30 TO 34 YEARS OLD	FROM 35 TO 39 YEARS OLD	FROM 40 TO 44 YEARS OLD	FROM 45 TO 49 YEARS OLD	FROM 50 TO 54 YEARS OLD	FROM 55 TO 59 YEARS OLD	60 YEARS OLD AND OVER	
Germany		1.8%	6.0%	23.5%	25.3%	21.7%	10.8%	4.8%	6.0%	166
Austria	12.5%	12.5%	12.5%	18.8%	37.5%		6.3%			16
Belgium	0.1%	1.6%	7.5%	16.7%	16.7%	10.3%	18.2%	24.0%	4.8%	4,155
Bulgaria	17.5%	42.3%	29.4%	6.5%	2.4%	0.9%	0.2%	0.3%	0.5%	588
Croatia										
Denmark			11.1%		33.3%	11.1%	22.2%	11.1%	11.1%	9
Spain		2.8%	12.0%	35.2%	39.8%	4.6%	4.6%	0.9%		108
Finland										
France	0.4%	2.2%	13.0%	20.5%	16.6%	14.0%	14.0%	14.7%	4.7%	6,118
Greece										
Hungary	5.9%	3.5%	21.2%	28.2%	25.9%	11.8%	2.4%	1.2%		85
Ireland			7.1%	28.6%	14.3%	7.1%	21.4%	14.3%	7.1%	14
Italy	0.6%	3.4%	6.4%	17.7%	28.2%	18.1%	14.4%	10.2%	1.2%	1,981
Luxembourg		0.7%	7.3%	22.1%	24.6%	27.1%	15.4%	2.7%	0.1%	838
Norway					33.3%	33.3%			33.3%	3
Netherlands	0.4%	2.6%	16.5%	20.3%	19.2%	17.7%	13.2%	6.8%	3.4%	266
Poland	5.4%	15.8%	24.9%	22.6%	12.2%	6.3%	3.6%	4.5%	4.5%	221
Portugal			50.0%	33.3%				16.7%		6
Czech Republic	6.6%	8.2%	16.4%	44.3%	18.0%	3.3%	1.6%	1.6%		61
Romania			18.2%	45.5%	36.4%					11
United Kingdom	3.1%	3.8%	15.9%	22.4%	19.7%	14.3%	10.9%	5.2%	4.6%	477
Slovakia	5.9%	5.9%	17.6%	47.1%	23.5%					17
Sweden			8.3%	41.7%	25.0%		8.3%	8.3%	8.3%	12
TOTAL OF PART-TIME WORKERS	1.2%	3.9%	11.3%	19.1%	18.5%	13.6%	14.2%	14.5%	3.7%	15,152

91%

Percentages are calculated on the basis of the part-time headcount in each country.

Percentages of the total of part-time workers line are based on the total part-time headcount.

PERCENTAGE OF WOMEN IN SENIOR MANAGEMENT POSITIONS PER COUNTRY

2014	100%		2015	100%
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS		COUNTRIES	% OF WOMEN IN SENIOR MANAGEMENT POSITIONS	
10.2%		Germany	11.5%	
0.0%		Austria	0.0%	
24.0%		Belgium	24.0%	
33.3%		Bulgaria	0.0%	
No SMP		Croatia	No SMP	
0.0%		Denmark	0.0%	
9.1%		Spain	17.4%	
No SMP		Finland	No SMP	
28.6%		France	32.3%	
No SMP		Greece	No SMP	
0.0%		Hungary	0.0%	
25.0%		Ireland	0.0%	
19.4%		Italy	19.9%	
25.7%		Luxembourg	23.8%	
50.0%		Norway	50.0%	
8.3%		Netherlands	10.0%	
18.5%		Poland	15.8%	
0.0%		Portugal	0.0%	
0.0%		Czech Republic	20.0%	
33.3%		Romania	25.0%	
11.9%		United Kingdom	11.3%	
No SMP		Slovakia	No SMP	
0.0%		Sweden	0.0%	
24.9%		TOTAL	27.1%	

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

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

2014			76%	2015			79%
AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	Countries	AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	
62.4	13	33%	Germany	62.3	11	22%	
-	0	100%	Austria	-	0	31%	
61.1	258	100%	Belgium	60.9	612	100%	
65.0	2	16%	Bulgaria	59.4	1	100%	
-	0	100%	Croatia	-	0	100%	
-	0	100%	Denmark	Non significant		9%	
60.1	2	53%	Spain	61.5	3	71%	
-	0	100%	Finland	-	0	100%	
60.7	1,921	88%	France	60.9	1,952	87%	
-	0	100%	Greece	-	0	100%	
63.1	2	89%	Hungary	61.0	3	86%	
59.3	2	89%	Ireland	59.1	3	94%	
59.7	275	72%	Italy	60.4	402	96%	
59.1	20	97%	Luxembourg	58.8	39	97%	
59.8	2	100%	Norway	60.3	4	100%	
59.9	11	79%	Netherlands	59.1	7	67%	
59.0	5	52%	Poland	59.2	90	51%	
63.2	4	89%	Portugal	60.4	1	100%	
58.4	3	64%	Czech Republic	60.9	3	99%	
Non significant		3%	Romania	Non significant		4%	
60.2	65	88%	United Kingdom	61.2	72	80%	
-	0	68%	Slovakia	58.6	2	100%	
66.4	2	100%	Sweden	64.3	3	100%	
60.6	2,587	76%	TOTAL	60.8	3,208	79%	

%: significance rate of 30% to 50%.

%: non-significant data.

NUMBER OF NATIONALITIES PER COUNTRY

2014			73%	2015			91%
NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE	Countries	NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE	
39	16.6%	27%	Germany	41	16.8%	27%	
11	22.6%	46%	Austria	11	23.8%	41%	
57	4.8%	99%	Belgium	62	4.8%	99%	
4	3.0%	13%	Bulgaria	4	0.7%	89%	
NC	Not communicated	Not communicated	Croatia	1	0.0%	100%	
3	9.5%	12%	Denmark	3	5.2%	20%	
28	5.5%	61%	Spain	26	5.7%	62%	
2	3.1%	73%	Finland	2	2.4%	93%	
104	3.5%	92%	France	104	3.9%	95%	
3	4.3%	100%	Greece	3	4.3%	100%	
5	2.7%	37%	Hungary	4	1.2%	96%	
12	12.2%	67%	Ireland	10	11.3%	34%	
14	1.5%	24%	Italy	28	0.7%	97%	
35	73.8%	99%	Luxembourg	39	74.3%	99%	
7	16.7%	39%	Norway	7	15.9%	44%	
16	5.6%	87%	Netherlands	21	6.3%	89%	
11	1.0%	35%	Poland	25	1.0%	88%	
26	9.7%	70%	Portugal	33	7.5%	100%	
6	8.3%	30%	Czech Republic	6	4.4%	98%	
3	1.9%	12%	Romania	2	1.4%	17%	
67	34.9%	71%	United Kingdom	78	30.7%	87%	
4	2.0%	100%	Slovakia	7	3.7%	100%	
13	17.4%	80%	Sweden	6	10.0%	64%	
124	8.3%	73%	TOTAL	135	7.1%	91%	

Percentages are based on the total headcount of each country.

% significance rate of 30% to 50%.

% non-significant data.

NUMBER OF DISABLED EMPLOYEES

2014		85%	2015		88%
NUMBER OF PERSONS	SIGNIFICANCE RATE		COUNTRIES	NUMBER OF PERSONS	SIGNIFICANCE RATE
36	47%		Germany	65	45%
Not communicated	Not communicated		Austria	0	20%
69	93%		Belgium	71	97%
19	89%		Bulgaria	0	4%
Not communicated	Not communicated		Croatia	0	100%
Not communicated	Not communicated		Denmark	0	72%
22	87%		Spain	25	84%
Not communicated	Not communicated		Finland	Not communicated	Not communicated
1,477	95%		France	1,581	95%
Not communicated	Not communicated		Greece	0	52%
0	62%		Hungary	0	12%
Not communicated	Not communicated		Ireland	Not communicated	Not communicated
679	83%		Italy	803	95%
53	100%		Luxembourg	54	100%
Not communicated	Not communicated		Norway	0	10%
2	45%		Netherlands	4	100%
27	44%		Poland	54	97%
9	75%		Portugal	9	99%
5	69%		Czech Republic	8	86%
3	92%		Romania	1	94%
6	78%		United Kingdom	4	11%
5	78%		Slovakia	2	71%
Not communicated	Not communicated		Sweden	0	40%

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

%: significance rate of 30% to 50%.

%: non-significant data.

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

2014			84%	2015			92%
% OF EMPLOYEES WHO ATTENDED A TRAINING COURSE	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE	Countries	% OF EMPLOYEES WHO ATTENDED A TRAINING COURSE	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE	
44.5%	10	41%	Germany	100.0%	23	20%	
Not communicated	Not communicated	Not communicated	Austria	47.3%	2	90%	
100.0%	18	99%	Belgium	100.0%	28	100%	
98.7%	15	90%	Bulgaria	Not communicated	Not communicated	Not communicated	
Not communicated	Not communicated	Not communicated	Croatia	Not communicated	Not communicated	Not communicated	
77.2%	5	31%	Denmark	31.7%	3	100%	
100.0%	38	83%	Spain	100.0%	5	48%	
Not communicated	Not communicated	Not communicated	Finland	100.0%	3	100%	
91.4%	25	93%	France	100.0%	28	98%	
Not communicated	Not communicated	Not communicated	Greece	100.0%	2	100%	
Not communicated	Not communicated	Not communicated	Hungary	Not communicated	Not communicated	Not communicated	
Not communicated	Not communicated	Not communicated	Ireland	99.6%	4	100%	
100.0%	38	82%	Italy	100.0%	48	100%	
100.0%	22	100%	Luxembourg	100.0%	24	100%	
86.2%	4	100%	Norway	100.0%	10	100%	
Not communicated	Not communicated	Not communicated	Netherlands	100.0%	4	97%	
81.0%	26	42%	Poland	99.2%	21	99%	
100.0%	32	98%	Portugal	100.0%	43	100%	
53.8%	8	68%	Czech Republic	Not communicated	Not communicated	Not communicated	
92.2%	13	89%	Romania	Not communicated	Not communicated	Not communicated	
99.6%	11	87%	United Kingdom	97.9%	15	97%	
94.0%	52	98%	Slovakia	Not communicated	Not communicated	Not communicated	
97.5%	5	100%	Sweden	100.0%	5	81%	

% significance rate of 30% to 50%.

% non-significant data.

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

Countries	2015							
	TRAINING SESSIONS							
	CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES	BUSINESS LINES TECHNICAL TRAINING	BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING	RISKS	INDIVIDUAL COMPETENCIES	MANAGEMENT	MISCELLANEOUS	TOTAL
Germany	0.3%	6.6%	5.5%	86.6%	0.7%	0.3%	0.0%	6,561
Austria	0.0%	11.1%	0.0%	88.7%	0.2%	0.0%	0.0%	443
Belgium	21.4%	7.9%	2.4%	62.0%	5.4%	0.8%	0.2%	74,873
Bulgaria	0.4%	7.8%	3.0%	85.5%	3.0%	0.3%	0.0%	705
Croatia	0.0%	46.1%	0.0%	52.2%	1.7%	0.0%	0.0%	115
Denmark	1.8%	2.3%	0.2%	95.4%	0.0%	0.2%	0.0%	434
Spain	4.3%	2.5%	12.4%	75.8%	0.7%	4.3%	0.0%	8,059
Finland	0.5%	0.0%	0.0%	99.5%	0.0%	0.0%	0.0%	210
France	3.8%	22.5%	5.8%	63.4%	2.9%	1.5%	0.0%	264,866
Greece	0.0%	1.5%	13.6%	84.1%	0.0%	0.8%	0.0%	132
Hungary	0.0%	2.7%	3.4%	93.5%	0.3%	0.1%	0.0%	1,505
Ireland	1.3%	2.2%	7.1%	88.3%	0.3%	0.3%	0.5%	2,606
Italy	13.4%	46.6%	1.0%	35.7%	2.0%	0.2%	1.2%	309,474
Luxembourg	0.9%	9.7%	5.9%	80.5%	2.4%	0.5%	0.1%	23,384
Norway	0.9%	3.6%	0.1%	95.0%	0.2%	0.2%	0.0%	938
Netherlands	0.3%	5.0%	0.8%	93.2%	0.5%	0.2%	0.1%	3,038
Poland	9.7%	59.1%	2.4%	27.7%	0.6%	0.0%	0.5%	93,160
Portugal	11.6%	7.1%	4.9%	67.3%	3.5%	0.6%	5.0%	21,792
Czech Republic	0.6%	3.9%	1.4%	93.2%	0.7%	0.3%	0.0%	882
Romania	0.7%	4.4%	0.7%	92.7%	1.2%	0.3%	0.0%	723
United Kingdom	0.6%	6.4%	2.5%	69.6%	0.7%	0.1%	20.0%	45,452
Slovakia	0.0%	5.0%	0.0%	94.7%	0.3%	0.0%	0.0%	342
Sweden	0.4%	6.2%	0.7%	92.6%	0.1%	0.0%	0.0%	1,013

93%

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

Source: Mj Dev.

NUMBER OF FILLED POSITIONS VIA E-JOBS

2014			99%	2015			92%
NUMBER OF CURRENT VACANCIES VALIDATED	NUMBER OF VALIDATED POSITIONS	NUMBER OF FILLED POSITIONS	Countries	DEPLOYMENT YEAR OF E-JOBS	NUMBER OF CURRENT VACANCIES VALIDATED	NUMBER OF VALIDATED POSITIONS	NUMBER OF FILLED POSITIONS
178	233	28	Germany	Before 2010	201	204	67
4	4	1	Austria	Before 2010	1	1	0
79	85	52	Belgium	2011	68	70	32
Not communicated			Bulgaria	2012	Not communicated		
Not communicated			Croatia	-	Not communicated		
5	5	5	Denmark	2013	1	1	0
41	41	6	Spain	Before 2010	57	58	6
Not communicated			Finland	2013	Not communicated		
3,960	4,521	2,368	France	Before 2010	4,994	5,758	2,855
0	0	0	Greece	2010	0	0	0
2	2	2	Hungary	2012	2	2	1
3	3	1	Ireland	-	4	4	0
72	72	45	Italy	2012	108	109	29
285	308	178	Luxembourg	2010	282	295	228
7	7	5	Norway	2011	4	4	4
38	38	20	Netherlands	2012	73	76	27
3	3	2	Poland	-	Not communicated		
252	316	155	Portugal	2011	358	436	238
2	2	2	Czech Republic	2012	4	4	2
1	1	1	Romania	2012	2	2	1
177	186	115	United Kingdom	2010	190	208	77
Not communicated			Slovakia	-	1	1	1
4	4	3	Sweden	2013	3	3	2
5,113	5,831	2,989	TOTAL		6,353	7,236	3,570

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

APPRAISALS DECLARED BY THE EMPLOYEE

Countries	2015		
	APPRAISALS		
	NUMBER OF RESPONDENTS	APPRAISAL IN THE YEAR BEFORE THE GPS	SIGNIFICANCE RATE
Germany	3,008	90%	57%
Austria	178	82%	73%
Belgium	13,932	97%	80%
Bulgaria	860	94%	62%
Croatia	22	73%	100%
Denmark	37	89%	17%
Spain	1,905	94%	69%
Finland	26	92%	58%
France	33,982	84%	57%
Greece	43	98%	93%
Hungary	495	97%	77%
Ireland	187	94%	39%
Italy	13146	96%	71%
Luxembourg	2379	91%	61%
Norway	71	96%	72%
Netherlands	684	95%	63%
Poland	5,298	91%	58%
Portugal	1,559	94%	73%
Czech Republic	426	94%	66%
Romania	617	92%	71%
United Kingdom	3,710	94%	53%
Slovakia	167	89%	56%
Sweden	122	89%	64%

%: significance rate of 30% to 50%.

%: non significant data.

Source: GPS 2015

MOBILITY DECLARED BY THE EMPLOYEE

Countries	2015		
	GROUP ENTRIES MORE THAN ONE YEAR AGO	CURRENT POSITION HELD FOR LESS THAN ONE YEAR AND SENIORITY IN THE GROUP HIGHER THAN ONE YEAR	MOBILITY RATE
Germany	2,805	225	8%
Austria	155	9	6%
Belgium	13,645	1,637	12%
Bulgaria	776	97	13%
Croatia	19	1	5%
Denmark	36	5	14%
Spain	1,855	159	9%
Finland	25	2	8%
France	33,346	6,248	19%
Greece	42	-	0%
Hungary	471	40	8%
Ireland	176	20	11%
Italy	13,110	1,528	12%
Luxembourg	2,369	287	12%
Norway	68	10	15%
Netherlands	666	55	8%
Poland	4,829	387	8%
Portugal	1,426	174	12%
Czech Republic	408	51	13%
Romania	575	62	11%
United Kingdom	3,479	433	12%
Slovakia	161	13	8%
Sweden	111	8	7%

63%



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