

EUROPEAN SOCIAL REPORT 2016



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

2016 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: 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

2015					100%	2016					100%
MALE		FEMALE		TOTAL	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
FTEs	%	FTEs	%			FTEs	%	FTEs	%		
11,855	40.3%	17,290	59.7%	28,945	FRB	11,788	40.4%	17,382	59.6%	29,169	
7,412	56.6%	5,680	43.4%	13,092	BNL	7,332	56.4%	5,673	43.6%	13,005	
6,693	48.8%	7,020	51.2%	13,714	RB Belgium	6,441	48.7%	6,792	51.3%	13,233	
1,004	54.3%	846	45.7%	1,850	RB Luxembourg	987	54.5%	825	45.5%	1,812	
2,923	57.6%	2,153	42.4%	5,076	Arval	2,603	49.6%	2,646	50.4%	5,249	
1,304	47.8%	1,425	52.2%	2,729	Leasing Solutions	1,375	48.7%	1,450	51.3%	2,825	
1,032	62.2%	628	37.8%	1,660	Personal Investors	854	61.9%	526	38.1%	1,381	
174	57.0%	132	43.0%	306	Retail Development & Innovation	147	56.6%	113	43.4%	260	
2,531	30.7%	5,716	69.3%	8,247	IRB	2,431	31.6%	5,264	68.4%	7,695	
6,118	40.7%	8,909	59.3%	15,027	Personal Finance	6,252	41.2%	8,906	58.8%	15,159	
2,071	46.5%	2,380	53.5%	4,451	Insurance	2,041	46.3%	2,364	53.7%	4,405	
3,506	54.4%	2,944	45.6%	6,450	Other IFS Core Businesses	3,605	53.9%	3,079	46.1%	6,684	
9,152	57.0%	6,895	43.0%	16,046	CIB	9,146	56.6%	7,021	43.4%	16,167	
4,649	51.1%	4,443	48.9%	9,093	Group Functions	4,995	50.7%	4,855	49.3%	9,850	
303	56.2%	237	43.8%	540	Other Activities	404	57.8%	295	42.2%	699	
60,527	47.6%	66,696	52.4%	127,223	TOTAL	60,402	47.3%	67,192	52.7%	127,594	

HEADCOUNT PER CORE BUSINESSES / RBOE / GROUP FUNCTIONS

2015					100%	2016					100%
MALE		FEMALE		TOTAL	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
11,730	39.4%	18,072	60.6%	29,802	FRB	11,855	39.5%	18,123	60.5%	29,978	
7,444	55.6%	5,953	44.4%	13,397	BNL	7,364	55.4%	5,919	44.6%	13,283	
6,856	46.9%	7,774	53.1%	14,630	RB Belgium	6,591	46.8%	7,494	53.2%	14,085	
1,019	51.1%	975	48.9%	1,994	RB Luxembourg	1,002	51.1%	959	48.9%	1,961	
2,932	56.4%	2,270	43.6%	5,202	Arval	2,618	48.5%	2,784	51.5%	5,402	
1,316	46.5%	1,512	53.5%	2,828	Leasing Solutions	1,386	47.4%	1,537	52.6%	2,923	
1,067	57.5%	788	42.5%	1,855	Personal Investors	897	57.4%	665	42.6%	1,562	
175	56.6%	134	43.4%	309	Retail Development & Innovation	148	56.3%	115	43.7%	263	
2,593	30.9%	5,799	69.1%	8,392	IRB	2,484	31.5%	5,397	68.5%	7,881	
6,252	38.8%	9,868	61.2%	16,120	Personal Finance	6,387	39.7%	9,715	60.3%	16,102	
2,101	45.5%	2,520	54.5%	4,621	Insurance	2,061	45.3%	2,487	54.7%	4,548	
3,585	52.9%	3,192	47.1%	6,777	Other IFS Core Businesses	3,714	52.7%	3,333	47.3%	7,047	
9,195	56.3%	7,135	43.7%	16,330	CIB	9,197	55.9%	7,267	44.1%	16,464	
4,614	50.6%	4,500	49.4%	9,114	Group Functions	4,962	50.1%	4,938	49.9%	9,900	
306	55.6%	244	44.4%	550	Other Activities	409	57.4%	303	42.6%	712	
61,185	46.4%	70,736	53.6%	131,921	TOTAL	61,075	46.2%	71,036	53.8%	132,111	

FULL-TIME EQUIVALENT PER COUNTRY

2015					100%	2016					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
FTEs	%	FTEs	%			FTEs	%	FTEs	%		
2,845	58.7%	2,004	41.3%	4,849	Germany	2,821	56.7%	2,156	43.3%	4,977	
108	48.0%	117	52.0%	225	Austria	139	50.0%	139	50.0%	279	
8,269	50.5%	8,091	49.5%	16,360	Belgium	7,876	50.1%	7,845	49.9%	15,721	
221	20.4%	859	79.6%	1,080	Bulgaria	193	22.9%	649	77.1%	842	
6	27.3%	16	72.7%	22	Croatia	5	25.0%	15	75.0%	20	
84	44.6%	105	55.4%	189	Denmark	102	49.5%	104	50.5%	207	
1,243	47.3%	1,387	52.7%	2,630	Spain	1,327	46.8%	1,508	53.2%	2,834	
19	42.2%	26	57.8%	45	Finland	16	45.7%	19	54.3%	35	
25,955	44.6%	32,220	55.4%	58,175	France	26,013	44.4%	32,523	55.6%	58,536	
25	54.3%	21	45.7%	46	Greece	24	55.8%	19	44.2%	43	
241	40.0%	361	60.0%	602	Hungary	219	37.1%	370	62.9%	589	
247	52.2%	226	47.8%	473	Ireland	270	50.6%	264	49.4%	534	
9,869	54.9%	8,124	45.1%	17,993	Italy	9,797	54.4%	8,220	45.6%	18,017	
2,018	55.3%	1,628	44.7%	3,646	Luxembourg	1,948	54.8%	1,604	45.2%	3,551	
53	54.1%	45	45.9%	97	Norway	56	54.5%	47	45.5%	103	
651	65.1%	349	34.9%	1,000	Netherlands	661	65.2%	353	34.8%	1,013	
2,784	31.2%	6,134	68.8%	8,919	Poland	2,792	32.5%	5,807	67.5%	8,600	
938	43.7%	1,206	56.3%	2,143	Portugal	1,359	45.1%	1,654	54.9%	3,013	
303	48.2%	326	51.8%	629	Czech Republic	347	49.0%	362	51.0%	709	
237	28.5%	595	71.5%	832	Romania	251	27.3%	668	72.7%	919	
4,195	61.7%	2,599	38.3%	6,793	United Kingdom	3,990	60.9%	2,562	39.1%	6,552	
116	40.7%	169	59.3%	286	Slovakia	112	37.0%	191	63.0%	303	
100	53.1%	88	46.9%	188	Sweden	86	43.4%	112	56.6%	197	
60,527	47.6%	66,696	52.4%	127,223	TOTAL	60,402	47.3%	67,192	52.7%	127,594	

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

COUNTRIES	2016															
	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	3		73		349	276	1,195			1,193	122	726	865	166	9	4,977
Austria					26	20	139			31	23	5	22	11	1	279
Belgium			13,036		290	120				316	93	358	648	843	18	15,721
Bulgaria										729	41		56	14	2	842
Croatia											17			3		20
Denmark			17		14					146	3		20	6	1	207
Spain	19				454	71	34			1,115	88	298	686	68	3	2,834
Finland					15							14	4	2		35
France	29,089	0	0	0	1,672	1,232	13	260	466	6,483	2,554	3,248	5,770	7,125	625	58,536
Greece					14								29			43
Hungary					43	6				366	41	21	80	29	4	589
Ireland					24						1	36	445	21	7	534
Italy	14	13,005			898	401				2,136	334	246	671	306	6	18,017
Luxembourg				1,812	26	8						245	364	900	195	3,551
Norway										4	12	33	49	5	1	103
Netherlands			16		228	69			2	32	112	327	182	43	3	1,013
Poland			55		120	154			7,227		95	76	724	146	3	8,600
Portugal	45				84	30				575	173	68	1,818	219	1	3,013
Czech Republic					102					461	90	16	19	20	1	709
Romania					54	35				742	31	13	24	19	1	919
United Kingdom			35		697	404				669	235	790	3,123	588	11	6,552
Slovakia					101					163	28			10		303
Sweden					40						69	46	31	11	1	197
TOTAL	29,169	13,005	13,233	1,812	5,249	2,825	1,381	260	7,695	15,159	4,405	6,684	16,167	9,850	699	127,594

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

RB Belgium (Belgium excluded): Fortis Commercial Finance

100%

HEADCOUNT PER COUNTRY AND GENDER

2015					COUNTRIES	2016				
MALE		FEMALE		TOTAL		MALE		FEMALE		TOTAL
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	
2,900	55.2%	2,354	44.8%	5,254	Germany	2,887	54.8%	2,379	45.2%	5,266
111	45.7%	132	54.3%	243	Austria	141	47.5%	156	52.5%	297
8,460	48.7%	8,913	51.3%	17,373	Belgium	8,052	48.3%	8,622	51.7%	16,674
235	17.0%	1,150	83.0%	1,385	Bulgaria	207	18.5%	911	81.5%	1,118
6	27.3%	16	72.7%	22	Croatia	5	25.0%	15	75.0%	20
98	44.5%	122	55.5%	220	Denmark	109	46.8%	124	53.2%	233
1,256	45.8%	1,487	54.2%	2,743	Spain	1,339	45.5%	1,605	54.5%	2,944
19	42.2%	26	57.8%	45	Finland	16	45.7%	19	54.3%	35
26,113	43.7%	33,585	56.3%	59,698	France	26,174	43.6%	33,869	56.4%	60,043
25	54.3%	21	45.7%	46	Greece	24	55.8%	19	44.2%	43
251	39.2%	389	60.8%	640	Hungary	232	36.9%	396	63.1%	628
247	51.6%	232	48.4%	479	Ireland	270	50.1%	269	49.9%	539
9,920	53.6%	8,581	46.4%	18,501	Italy	9,863	53.3%	8,644	46.7%	18,507
2,044	52.5%	1,846	47.5%	3,890	Luxembourg	1,977	52.0%	1,828	48.0%	3,805
53	54.1%	45	45.9%	98	Norway	57	54.3%	48	45.7%	105
668	61.7%	414	38.3%	1,082	Netherlands	679	62.6%	406	37.4%	1,085
2,844	31.4%	6,218	68.6%	9,062	Poland	2,852	32.4%	5,952	67.6%	8,804
938	43.7%	1,207	56.3%	2,145	Portugal	1,367	44.8%	1,684	55.2%	3,051
308	47.7%	338	52.3%	646	Czech Republic	352	48.4%	376	51.6%	728
246	28.2%	627	71.8%	873	Romania	261	27.5%	689	72.5%	950
4,218	60.4%	2,771	39.6%	6,989	United Kingdom	4,005	59.6%	2,714	40.4%	6,719
125	42.2%	171	57.8%	296	Slovakia	119	38.1%	193	61.9%	312
100	52.4%	91	47.6%	191	Sweden	87	42.4%	118	57.6%	205
61,185	46.4%	70,736	53.6%	131,921	TOTAL	61,075	46.2%	71,036	53.8%	132,111

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

2015						100%	2016						100%
FTC			PTC			CORE BUSINESSES / RBOE / GROUP FUNCTIONS	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
87	207	294	11,568	17,083	28,651	FRB	88	180	268	11,700	17,202	28,902	
68	88	156	7,344	5,592	12,936	BNL	79	89	167	7,254	5,585	12,838	
68	85	153	6,625	6,935	13,561	RB Belgium	62	64	126	6,379	6,728	13,107	
20	35	54	984	811	1,796	RB Luxembourg	17	20	37	970	805	1,775	
159	163	321	2,764	1,990	4,754	Arval	138	161	299	2,465	2,485	4,950	
64	101	165	1,240	1,324	2,564	Leasing Solutions	74	93	167	1,301	1,357	2,658	
76	56	132	956	572	1,528	Personal Investors	52	52	104	802	475	1,277	
2	1	3	172	131	303	Retail Development & Innovation		1	1	147	112	259	
438	1,048	1,487	2,093	4,668	6,760	IRB	445	1,087	1,532	1,987	4,176	6,163	
334	643	977	5,785	8,265	14,050	Personal Finance	316	635	951	5,936	8,271	14,207	
53	92	145	2,018	2,288	4,306	Insurance	53	86	139	1,988	2,278	4,266	
103	114	217	3,404	2,830	6,233	Other IFS Core Businesses	91	115	207	3,514	2,963	6,477	
367	329	695	8,785	6,566	15,351	CIB	408	435	843	8,737	6,586	15,323	
69	90	159	4,580	4,354	8,934	Group Functions	74	109	183	4,921	4,746	9,668	
0	4	4	303	233	536	Other Activities	1	1	2	403	294	697	
1,906	3,055	4,961	58,622	63,641	122,263	TOTAL	1,897	3,128	5,025	58,505	64,064	122,569	

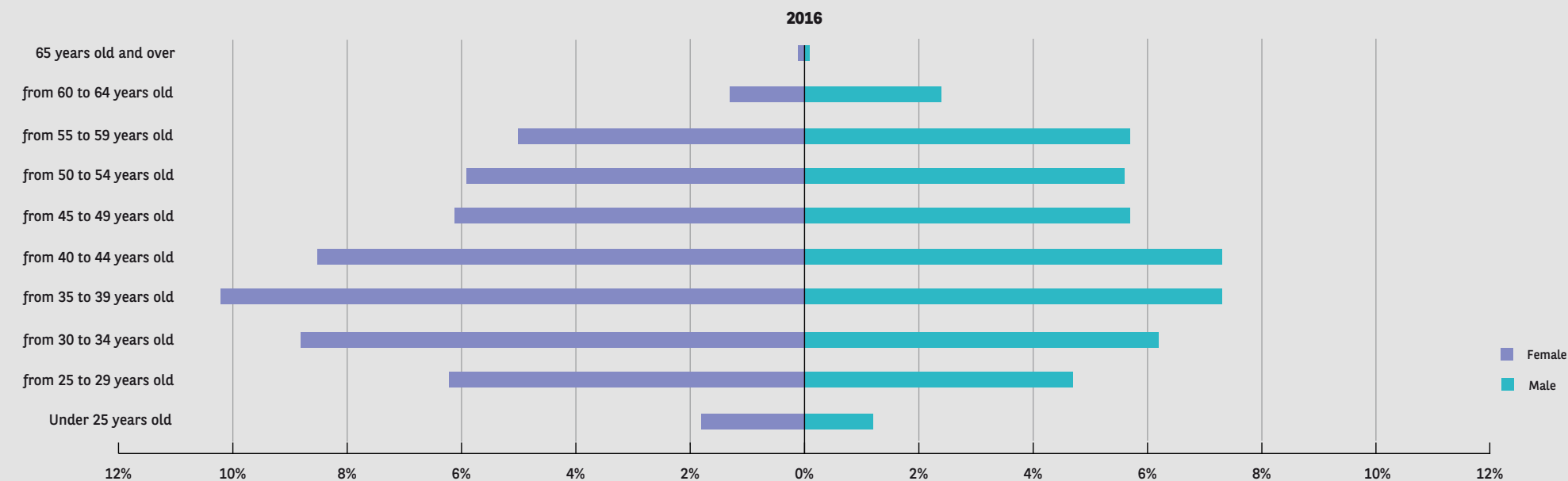
FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

2015						100%	2016						100%
FTC			PTC			COUNTRIES	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
126	128	254	2,719	1,876	4,595	Germany	119	125	244	2,702	2,031	4,733	
6	11	16	102	106	209	Austria	13	19	32	126	120	246	
106	114	220	8,163	7,977	16,140	Belgium	93	77	170	7,783	7,768	15,551	
1	2	3	220	857	1,077	Bulgaria		1	1	193	648	841	
1	1	2	5	15	20	Croatia			0	5	15	20	
6	4	10	78	101	179	Denmark	5	6	11	97	98	196	
94	84	178	1,149	1,303	2,452	Spain	90	100	190	1,237	1,408	2,645	
1	4	5	18	22	40	Finland	1	3	4	15	16	31	
351	702	1,053	25,604	31,518	57,122	France	348	654	1,002	25,665	31,870	57,535	
	1	1	25	20	45	Greece			0	24	19	43	
7	5	12	234	356	590	Hungary	7	9	16	212	362	573	
21	16	37	226	210	436	Ireland	25	21	46	245	243	488	
311	393	705	9,558	7,730	17,289	Italy	298	414	711	9,499	7,807	17,306	
75	76	150	1,943	1,552	3,495	Luxembourg	49	60	109	1,899	1,544	3,442	
2	4	6	51	41	91	Norway	3	6	9	54	41	94	
61	57	118	590	292	882	Netherlands	85	72	156	576	281	857	
581	1,188	1,770	2,203	4,946	7,149	Poland	608	1,307	1,915	2,184	4,500	6,685	
18	32	50	920	1,174	2,093	Portugal	43	78	121	1,316	1,576	2,892	
33	44	77	270	282	552	Czech Republic	33	51	83	315	311	626	
21	86	107	216	509	725	Romania	7	25	33	244	643	887	
48	55	104	4,146	2,543	6,690	United Kingdom	53	55	107	3,937	2,508	6,445	
28	42	70	88	127	215	Slovakia	11	40	52	101	150	251	
7	5	12	93	83	176	Sweden	8	7	14	78	105	183	
1,906	3,055	4,961	58,622	63,641	122,263	TOTAL	1,897	3,128	5,025	58,505	64,064	122,569	

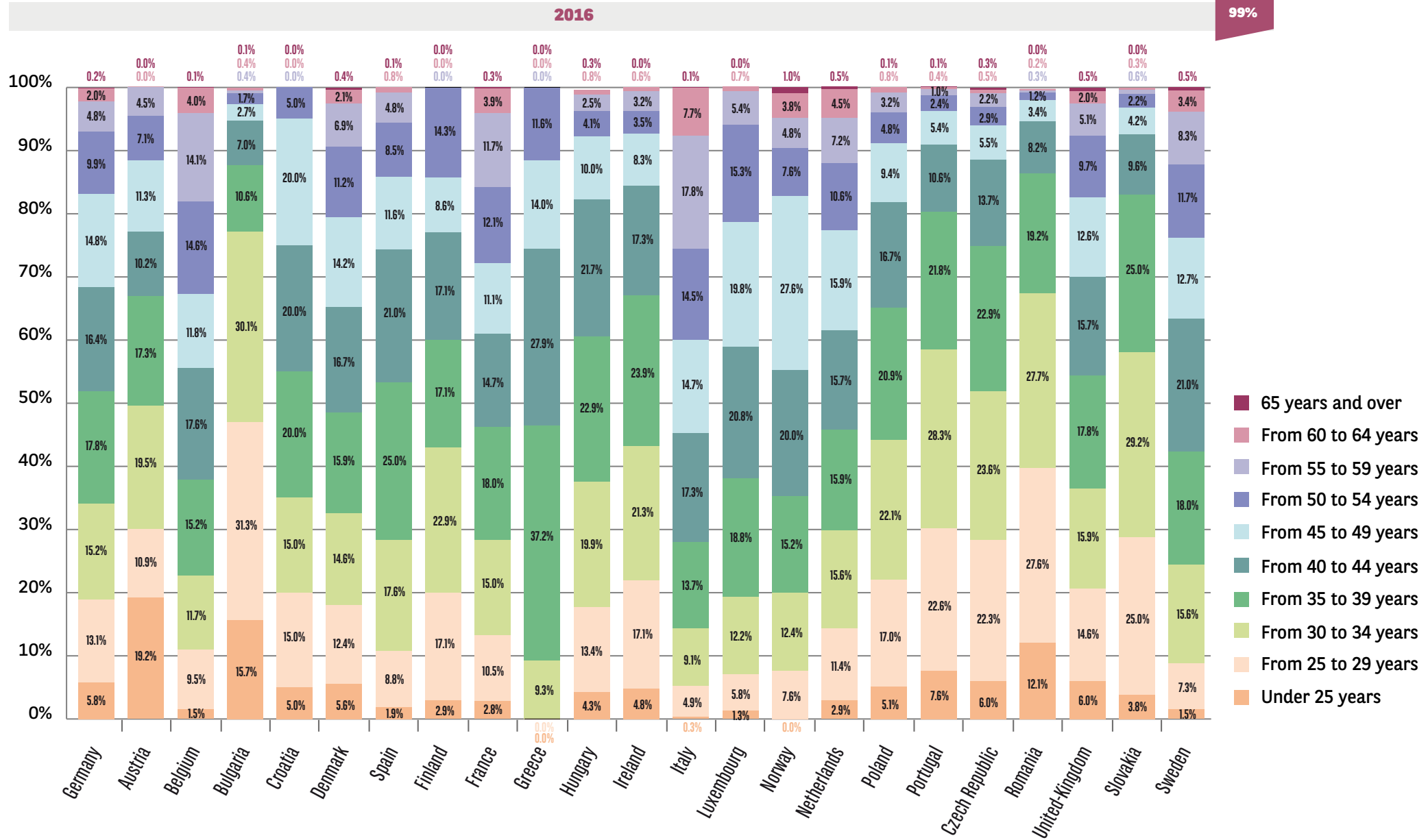
AGE PYRAMID – HEADCOUNT

2015			AGE BRACKETS	2016		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
72.2%	27.8%	0.2%	65 years old and over	68.4%	31.6%	0.2%
63.0%	37.0%	3.5%	From 60 to 64 years old	65.4%	34.6%	3.7%
54.2%	45.8%	10.8%	From 55 to 59 years old	53.3%	46.7%	10.7%
48.5%	51.5%	11.9%	From 50 to 54 years old	48.8%	51.2%	11.5%
48.4%	51.6%	11.5%	From 45 to 49 years old	48.5%	51.5%	11.8%
46.9%	53.1%	15.5%	From 40 to 44 years old	46.2%	53.8%	15.8%
42.8%	57.2%	17.2%	From 35 to 39 years old	41.7%	58.3%	17.5%
40.4%	59.6%	15.8%	From 30 to 34 years old	41.5%	58.5%	15.0%
40.9%	59.1%	10.6%	From 25 to 29 years old	42.8%	57.2%	10.9%
38.4%	61.6%	3.0%	Under 25 years old	39.3%	60.7%	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



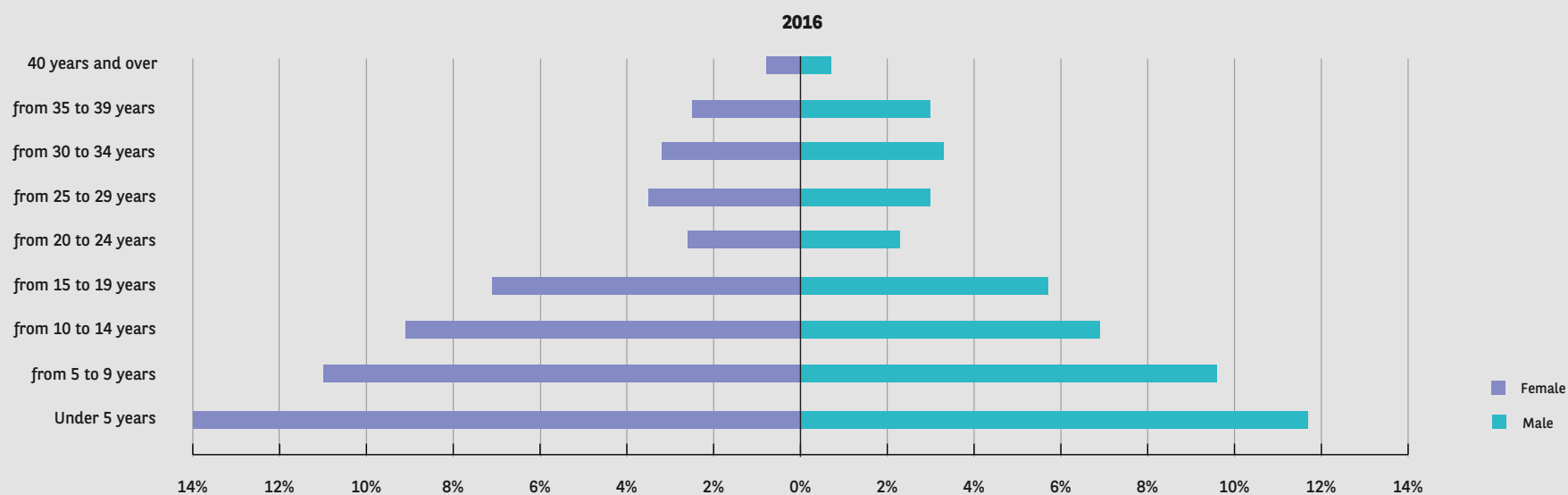
GROUP SENIORITY PYRAMID - HEADCOUNT

2015			SENIORITY BRACKETS	2016		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
43.0%	57.0%	1.9%	40 years and over	45.3%	54.7%	1.5%
54.8%	45.2%	5.4%	From 35 to 39 years	54.8%	45.2%	5.5%
51.6%	48.4%	6.9%	From 30 to 34 years	50.5%	49.5%	6.5%
47.4%	52.6%	6.7%	From 25 to 29 years	46.5%	53.5%	6.5%
47.3%	52.7%	4.9%	From 20 to 24 years	47.6%	52.4%	4.9%
45.0%	55.0%	10.8%	From 15 to 19 years	44.3%	55.7%	12.8%
43.0%	57.0%	15.6%	From 10 to 14 years	43.2%	56.8%	16.0%
45.6%	54.4%	22.4%	From 5 to 9 years	46.6%	53.4%	20.7%
45.0%	55.0%	25.3%	Under 5 years	45.5%	54.5%	25.7%

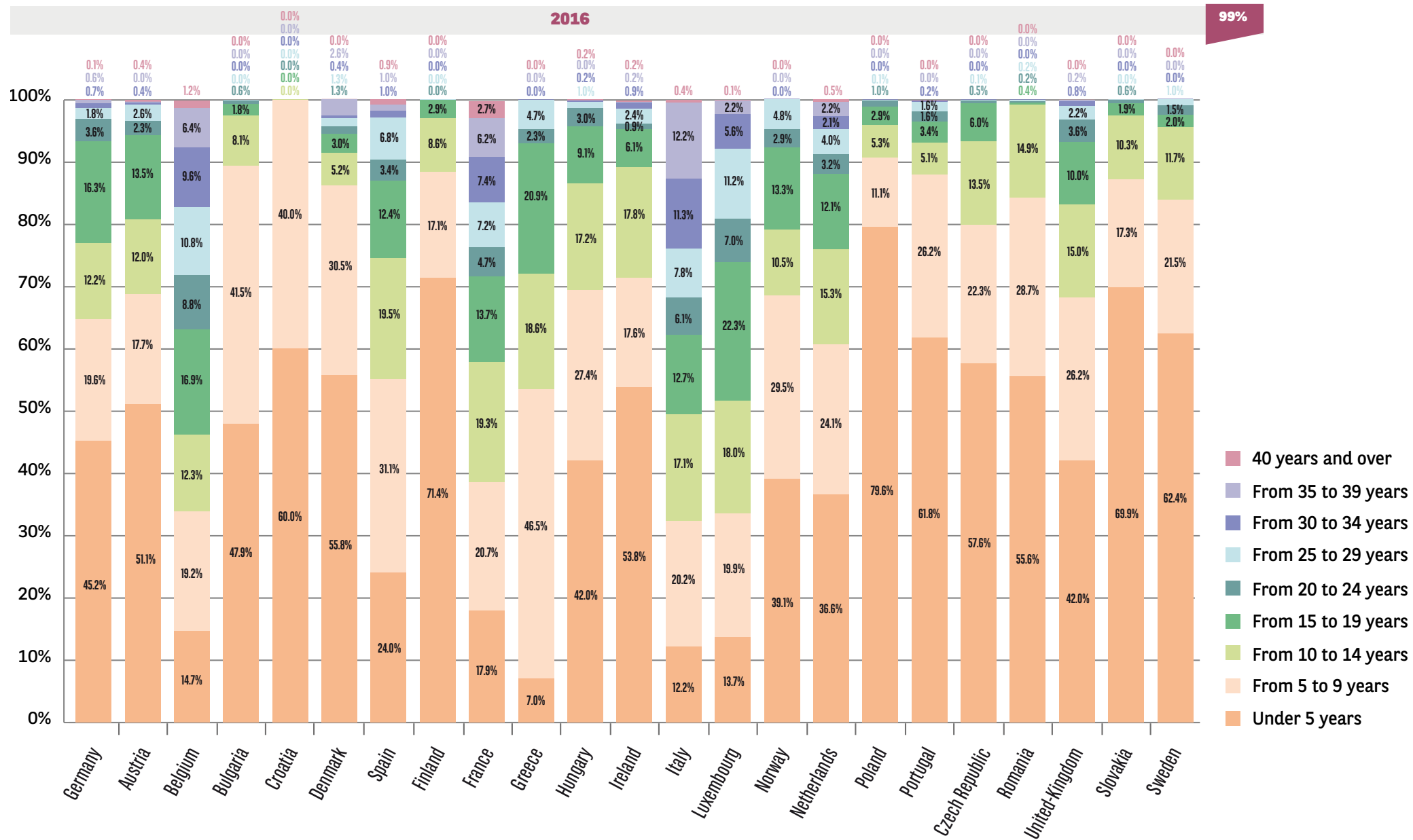
Percentages per gender are calculated on the basis of the total of each line.

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

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



DISTRIBUTION OF HEADCOUNT PER GROUP SENIORITY AND COUNTRY



AVERAGE AGE PER COUNTRY AND GENDER - HEADCOUNT

2015			COUNTRIES	2016		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
41.9	40.7	41.3	Germany	40.6	39.6	40.2
38.2	37.6	37.9	Austria	35.6	35.8	35.7
44.5	42.6	43.5	Belgium	44.6	43.1	43.8
33.0	30.2	30.7	Bulgaria	33.6	31.2	31.6
34.6	39.9	38.4	Croatia	36.4	39.9	39.0
43.0	44.2	43.5	Denmark	41.8	39.6	40.7
41.6	40.1	40.9	Spain	40.7	39.6	40.1
38.9	39.3	39.1	Finland	38.5	37.6	38.0
43.4	41.9	42.5	France	43.1	41.7	42.3
40.0	41.7	40.7	Greece	41.3	41.7	41.5
37.7	37.0	37.3	Hungary	38.5	37.7	38.0
36.8	36.9	36.9	Ireland	37.3	36.6	36.9
48.4	43.6	46.1	Italy	48.7	44.0	46.5
42.4	41.9	42.2	Luxembourg	42.9	42.4	42.7
41.9	42.3	42.1	Norway	42.8	42.8	42.8
42.9	40.2	41.8	Netherlands	42.6	40.5	41.8
37.4	39.2	38.6	Poland	36.9	37.4	37.3
35.8	35.0	35.4	Portugal	34.6	34.4	34.5
35.4	34.8	35.1	Czech Republic	35.9	35.1	35.5
35.9	33.7	34.5	Romania	33.3	32.3	32.6
40.1	38.8	39.6	United Kingdom	40.0	38.7	39.5
36.6	34.1	35.1	Slovakia	35.8	33.4	34.3
44.2	43.5	43.8	Sweden	42.8	42.3	42.5
43.5	41.4	42.4	AVERAGE AGE	43.1	41.1	42.0

AVERAGE GROUP SENIORITY PER COUNTRY AND GENDER

2015			COUNTRIES	2016		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
8.5	8.6	8.5	Germany	8.1	8.5	8.3
6.0	6.2	6.1	Austria	6.6	7.7	7.2
17.4	16.7	17.1	Belgium	17.3	17.0	17.1
5.9	4.7	4.9	Bulgaria	6.1	5.5	5.6
4.4	4.3	4.3	Croatia	4.7	5.0	4.9
6.1	10.8	8.0	Denmark	4.7	7.2	6.0
12.4	11.3	11.8	Spain	11.4	11.0	11.2
4.6	6.1	5.5	Finland	4.2	5.4	4.8
16.2	16.4	16.3	France	15.4	15.8	15.6
9.4	11.3	10.3	Greece	10.6	12.2	11.3
7.5	7.6	7.5	Hungary	7.5	7.5	7.5
4.2	4.9	4.5	Ireland	6.1	7.2	6.6
19.5	16.0	17.9	Italy	19.7	16.2	18.1
14.2	15.4	14.8	Luxembourg	14.6	15.9	15.2
7.4	9.3	8.3	Norway	7.4	9.3	8.3
11.0	9.8	10.5	Netherlands	10.3	9.3	9.9
3.6	2.8	3.0	Poland	3.8	3.2	3.4
6.0	5.6	5.8	Portugal	5.0	4.8	4.9
6.1	5.5	5.8	Czech Republic	5.6	5.5	5.5
5.1	4.4	4.7	Romania	5.1	4.9	5.0
8.2	7.6	7.9	United Kingdom	8.2	7.9	8.0
5.8	4.6	5.1	Slovakia	5.1	3.6	4.2
7.0	6.0	6.4	Sweden	5.5	4.8	5.1
15.2	14.1	14.6	AVERAGE GROUP SENIORITY	14.3	13.5	13.9

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

2015					88%	2016					88%
Distribution					COUNTRIES	Distribution					
SALES	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT	TOTAL	SIGNIFICANCE RATE		SALES	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT	TOTAL	SIGNIFICANCE RATE	
42.9%	27.7%	29.4%	866	18%	Germany	47.7%	20.9%	31.5%	1,324	27%	
36.0%	24.3%	39.8%	82	36%	Austria	43.7%	21.3%	35.0%	94	34%	
56.1%	8.3%	35.6%	16,066	98%	Belgium	55.3%	8.5%	36.2%	15,601	99%	
72.3%	6.1%	21.6%	755	70%	Bulgaria	37.7%	3.7%	58.6%	840	100%	
27.3%	27.3%	45.5%	22	100%	Croatia	20.0%	25.0%	55.0%	20	100%	
47.8%	21.3%	30.9%	60	32%	Denmark	52.0%	14.8%	33.2%	59	29%	
35.9%	25.1%	39.1%	1,620	62%	Spain	45.4%	14.9%	39.7%	2,726	96%	
41.7%	25.0%	33.3%	36	80%	Finland	60.0%	8.6%	31.4%	35	100%	
52.3%	12.2%	35.5%	55,121	95%	France	52.2%	11.8%	36.0%	56,146	96%	
26.1%	47.8%	26.1%	46	100%	Greece	23.3%	44.2%	32.6%	43	100%	
51.9%	9.2%	38.9%	577	96%	Hungary	52.6%	10.7%	36.7%	568	97%	
11.1%	46.1%	42.8%	438	92%	Ireland	11.0%	46.5%	42.5%	498	93%	
60.1%	12.8%	27.1%	16,373	91%	Italy	59.0%	12.2%	28.8%	17,764	99%	
31.3%	25.6%	43.1%	3,600	99%	Luxembourg	31.6%	23.9%	44.5%	3,518	99%	
48.3%	7.8%	43.8%	93	96%	Norway	47.4%	12.6%	40.0%	99	96%	
49.8%	14.9%	35.3%	869	87%	Netherlands	41.1%	15.6%	43.4%	958	95%	
53.2%	24.0%	22.8%	7,819	88%	Poland	17.9%	63.7%	18.5%	1,093	13%	
18.8%	56.9%	24.3%	2,142	100%	Portugal	14.6%	54.2%	31.1%	3,010	100%	
50.3%	18.1%	31.6%	192	31%	Czech Republic	57.4%	6.1%	36.5%	692	98%	
48.8%	14.2%	37.0%	141	17%	Romania	69.8%	2.5%	27.7%	906	99%	
45.3%	16.3%	38.3%	4,394	65%	United Kingdom	44.9%	11.6%	43.5%	5,629	86%	
51.2%	20.0%	28.8%	286	100%	Slovakia	51.6%	21.7%	26.7%	303	100%	
45.5%	10.2%	44.3%	147	78%	Sweden	39.1%	16.3%	44.5%	158	80%	
52.0%	14.5%	33.5%	111,744	88%	TOTAL	50.9%	13.7%	35.5%	112,083	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

2015			100%	2016			100%
HEADCOUNT				HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
3,186	3,200	6,386	RECRUITMENTS	3,866	3,915	7,781	
548	775	1,323	PTC	696	850	1,546	Conversions from FTC to PTC
3,734	3,975	7,709	TOTAL	4,562	4,765	9,327	

2015			100%	2016			100%
DISTRIBUTION				DISTRIBUTION			
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL	
49.9%	50.1%	82.8%	RECRUITMENTS	49.7%	50.3%	83.4%	
41.4%	58.6%	17.2%	PTC	45.0%	55.0%	16.6%	Conversions from FTC to PTC
48.4%	51.6%	100.0%	TOTAL	48.9%	51.1%	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

2015	100%	2016	100%
72		64	

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

2015			100%	2016			100%
PTC		RECRUITMENTS	COUNTRIES	PTC		RECRUITMENTS	
MALE	FEMALE			MALE	FEMALE		
56.8%	43.2%	500	Germany	54.3%	45.7%	678	
54.5%	45.5%	22	Austria	47.8%	52.2%	67	
52.0%	48.0%	863	Belgium	54.7%	45.3%	753	
17.8%	82.2%	325	Bulgaria	25.4%	74.6%	213	
0.0%	100.0%	2	Croatia	33.3%	66.7%	3	
51.6%	48.4%	31	Denmark	57.1%	42.9%	42	
54.5%	45.5%	145	Spain	59.3%	40.7%	209	
80.0%	20.0%	5	Finland	100.0%	0.0%	3	
49.4%	50.6%	3,063	France	48.3%	51.7%	3,932	
0.0%	100.0%	1	Greece	0.0%	100.0%	1	
34.7%	65.3%	95	Hungary	35.4%	64.6%	99	
55.1%	44.9%	89	Ireland	53.8%	46.2%	106	
53.6%	46.4%	267	Italy	51.5%	48.5%	404	
65.1%	34.9%	149	Luxembourg	63.2%	36.8%	133	
85.7%	14.3%	7	Norway	70.0%	30.0%	10	
61.7%	38.3%	47	Netherlands	68.8%	31.3%	32	
31.3%	68.8%	496	Poland	34.6%	65.4%	280	
39.0%	61.0%	349	Portugal	48.3%	51.7%	950	
50.5%	49.5%	93	Czech Republic	55.2%	44.8%	125	
49.5%	50.5%	101	Romania	26.5%	73.5%	328	
54.5%	45.5%	1,015	United Kingdom	55.6%	44.4%	864	
53.8%	46.2%	26	Slovakia	40.7%	59.3%	59	
44.4%	55.6%	18	Sweden	47.2%	52.8%	36	
48.4%	51.6%	7,709	TOTAL	48.9%	51.1%	9,327	

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

2015			100%	2016			100%
HEADCOUNT			DEPARTURES PER REASON	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
1,385	1,366	2,751	Retirements and Early Retirements	1,134	1,304	2,438	
1,865	1,848	3,713	Resignations	1,845	1,958	3,803	
528	649	1,177	Redundancies	456	453	909	
316	513	829	Amicable termination	358	683	1,041	
611	586	1,197	Others*	791	1,022	1,813	
4,705	4,962	9,667	TOTAL	4,584	5,420	10,004	

2015			100%	2016			100%
DISTRIBUTION			DEPARTURES PER REASON	DISTRIBUTION			
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL	
50.3%	49.7%	28.5%	Retirements and Early Retirements	46.5%	53.5%	24.4%	
50.2%	49.8%	38.4%	Resignations	48.5%	51.5%	38.0%	
44.9%	55.1%	12.2%	Redundancies	50.2%	49.8%	9.1%	
38.1%	61.9%	8.6%	Amicable termination	34.4%	65.6%	10.4%	
51.0%	49.0%	12.4%	Others*	43.6%	56.4%	18.1%	
48.7%	51.3%	100.0%	TOTAL	45.8%	54.2%	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

2014/2015		100%	2015/2016		100%
FTEs	RATE	Perimeter changes	FTEs	RATE	
1,168	0.9%			-2	0.0%

TURN-OVER RATE PER REASON AND COUNTRY

COUNTRIES	2016						DEPARTURES
	DEPARTURES PER REASON						
	RETIREMENTS AND EARLY RETIREMENTS	RESIGNATIONS	REDUNDANCIES	AMICABLE TERMINATION	OTHERS*	TOTAL	
Germany	0.1%	7.5%	1.3%	0.3%	1.7%	10.9%	529
Austria	0.0%	12.0%	0.3%	0.7%	2.1%	15.1%	34
Belgium	2.0%	3.2%	0.8%	0.5%	0.3%	6.8%	1,105
Bulgaria	0.0%	8.1%	2.8%	13.6%	4.4%	28.9%	312
Croatia	0.0%	4.5%	0.0%	13.6%	4.5%	22.7%	5
Denmark	0.0%	12.2%	0.5%	0.4%	1.6%	14.7%	28
Spain	0.0%	2.9%	1.6%	0.0%	0.1%	4.6%	121
Finland	0.0%	11.1%	0.0%	0.0%	15.6%	26.7%	12
France	2.5%	1.8%	0.7%	0.3%	0.7%	6.0%	3,497
Greece	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Hungary	0.0%	4.1%	2.2%	6.4%	3.7%	16.2%	98
Ireland	0.0%	11.2%	0.0%	0.2%	0.8%	12.3%	58
Italy	1.2%	0.6%	0.2%	0.1%	0.5%	2.6%	466
Luxembourg	0.6%	1.6%	0.6%	0.2%	0.4%	3.4%	124
Norway	0.0%	6.0%	0.0%	3.9%	0.0%	9.9%	10
Netherlands	0.0%	4.8%	0.7%	0.2%	3.7%	9.4%	94
Poland	1.5%	3.3%	0.7%	4.4%	5.3%	15.3%	1,367
Portugal	0.0%	0.0%	0.0%	0.0%	8.4%	8.4%	179
Czech Republic	0.3%	8.6%	0.3%	2.4%	3.9%	15.5%	97
Romania	0.0%	29.4%	0.5%	1.0%	3.5%	34.3%	286
United Kingdom	0.1%	9.4%	0.6%	0.9%	3.7%	14.8%	1,003
Slovakia	0.0%	13.0%	0.0%	0.7%	11.5%	25.2%	72
Sweden	0.0%	8.4%	2.0%	1.1%	0.5%	12.0%	23
TOTAL	1.7%	2.9%	0.7%	0.8%	1.4%	7.5%	9,520

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* (Calendar days, Working days or Open days)

COUNTRIES	2016			
	RATE OF ABSENTEEISM AND LEAVES			
	ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY AND PATERNITY	OTHER AUTHORISED
Germany	4.5%	0.0%	3.2%	0.2%
Austria	4.2%	0.0%	3.4%	0.2%
Belgium	4.5%	0.0%	0.9%	0.3%
Bulgaria	Not communicated			
Croatia	Not communicated			
Denmark	2.3%	0.0%	2.7%	0.4%
Spain	2.1%	0.1%	1.2%	0.3%
Finland	Not communicated			
France	4.5%	0.1%	1.9%	2.9%
Greece	0.2%	0.0%	2.3%	0.1%
Hungary	Not communicated			
Ireland	0.7%	0.0%	0.7%	0.0%
Italy	3.2%	0.0%	2.2%	0.6%
Luxembourg	2.9%	0.0%	1.3%	0.3%
Norway	0.9%	0.0%	0.0%	0.0%
Netherlands	0.7%	0.0%	0.3%	0.0%
Poland	6.1%	0.0%	6.7%	0.9%
Portugal	0.9%	0.0%	1.6%	0.3%
Czech Republic	Not communicated			
Romania	0.9%	0.0%	1.4%	0.3%
United Kingdom	1.5%	0.0%	1.6%	0.2%
Slovakia	Not communicated			
Sweden	2.0%	0.0%	0.0%	0.0%
TOTAL	4.9%	0.1%	2.6%	2.2%

94%

*For the first time, the rate of absenteeism and leaves was calculated taking into account the method used locally by each entity, weighted in relation to headcount.

PART-TIME WORKERS PER COUNTRY AND GENDER - HEADCOUNT

2015							91%	2016							95%
MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	COUNTRIES	MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	
HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%		
18	2.4%	148	23.9%	166	12.1%	26%	Germany	23	2.9%	156	25.2%	179	12.6%	24%	
5	10.6%	11	21.6%	16	16.3%	40%	Austria	3	5.9%	15	27.3%	18	17.0%	36%	
805	9.6%	3,350	37.7%	4,155	24.1%	99%	Belgium	749	9.4%	3,208	37.4%	3,957	23.9%	99%	
52	23.7%	536	51.0%	588	46.3%	92%	Bulgaria	46	22.2%	480	52.7%	526	47.0%	100%	
-	0.0%	-	0.0%	0	0.0%	100%	Croatia	-	0.0%	-	0.0%	0	0.0%	100%	
1	2.7%	8	32.0%	9	14.5%	28%	Denmark	9	8.3%	38	30.6%	47	20.2%	100%	
9	1.1%	99	12.3%	108	6.6%	60%	Spain	43	3.3%	419	27.1%	462	16.3%	96%	
-	0.0%	-	0.0%	0	0.0%	100%	Finland	-	0.0%	-	0.0%	0	0.0%	100%	
471	1.9%	5,647	17.5%	6,118	10.7%	95%	France	439	1.8%	5,554	17.0%	5,993	10.4%	96%	
-	0.0%	-	0.0%	0	0.0%	100%	Greece	-	0.0%	-	0.0%	0	0.0%	100%	
21	8.6%	64	17.2%	85	13.8%	96%	Hungary	27	11.9%	64	16.8%	91	15.0%	97%	
-	0.0%	14	6.3%	14	3.2%	92%	Ireland	-	0.0%	12	4.7%	12	2.4%	93%	
184	1.9%	1,797	21.5%	1,981	11.0%	97%	Italy	190	1.9%	1,802	20.9%	1,992	10.8%	100%	
89	4.4%	749	40.8%	838	21.7%	99%	Luxembourg	97	5.0%	783	43.1%	880	23.3%	99%	
1	1.9%	2	4.4%	3	3.1%	100%	Norway	1	1.9%	4	8.3%	5	5.0%	96%	
68	11.7%	198	52.9%	266	27.8%	88%	Netherlands	79	12.5%	196	50.4%	275	26.9%	94%	
67	2.7%	154	2.8%	221	2.8%	88%	Poland	66	2.4%	136	2.4%	202	2.4%	96%	
1	0.1%	5	0.4%	6	0.3%	100%	Portugal	1	0.1%	4	0.2%	5	0.2%	100%	
18	6.0%	43	13.0%	61	9.6%	98%	Czech Republic	16	4.7%	49	13.3%	65	9.1%	98%	
2	3.7%	9	9.6%	11	7.4%	17%	Romania	24	9.6%	88	12.9%	112	12.0%	98%	
41	1.1%	436	18.1%	477	7.9%	86%	United Kingdom	45	1.1%	506	18.7%	551	8.2%	99%	
12	9.6%	5	2.9%	17	5.7%	100%	Slovakia	10	8.4%	6	3.1%	16	5.1%	100%	
1	1.5%	11	12.1%	12	7.7%	82%	Sweden	3	3.4%	20	16.9%	23	11.2%	100%	
1,866	3.4%	13,286	20.5%	15,152	12.6%	91%	TOTAL	1,871	3.3%	13,540	20.1%	15,411	12.3%	95%	

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

2015				91%	2016				95%
WORKING PART-TIME				COUNTRIES	WORKING PART-TIME				
< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE		< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE	
74.1%	25.9%	166	26%	Germany	74.9%	25.1%	179	24%	
75.0%	25.0%	16	40%	Austria	77.8%	22.2%	18	36%	
18.6%	81.4%	4,155	99%	Belgium	17.6%	82.4%	3,957	99%	
63.4%	36.6%	588	92%	Bulgaria	62.7%	37.3%	526	100%	
0.0%	0.0%	0	100%	Croatia	0.0%	0.0%	0	100%	
0.0%	100.0%	9	28%	Denmark	66.0%	34.0%	47	100%	
33.3%	66.7%	108	60%	Spain	55.4%	44.6%	462	96%	
0.0%	0.0%	0	100%	Finland	0.0%	0.0%	0	100%	
18.2%	81.8%	6,118	95%	France	18.0%	82.0%	5,993	96%	
0.0%	0.0%	0	100%	Greece	0.0%	0.0%	0	100%	
81.2%	18.8%	85	96%	Hungary	78.0%	22.0%	91	97%	
85.7%	14.3%	14	92%	Ireland	75.0%	25.0%	12	93%	
48.9%	51.1%	1,981	97%	Italy	46.4%	53.6%	1,992	100%	
41.6%	58.4%	838	99%	Luxembourg	40.6%	59.4%	880	99%	
33.3%	66.7%	3	100%	Norway	60.0%	40.0%	5	96%	
42.1%	57.9%	266	88%	Netherlands	38.9%	61.1%	275	94%	
70.6%	29.4%	221	88%	Poland	62.9%	37.1%	202	96%	
33.3%	66.7%	6	100%	Portugal	20.0%	80.0%	5	100%	
83.6%	16.4%	61	98%	Czech Republic	81.5%	18.5%	65	98%	
100.0%	0.0%	11	17%	Romania	31.3%	68.8%	112	98%	
56.4%	43.6%	477	86%	United Kingdom	54.4%	45.6%	551	99%	
88.2%	11.8%	17	100%	Slovakia	93.8%	6.3%	16	100%	
33.3%	66.7%	12	82%	Sweden	52.2%	47.8%	23	100%	
29.4%	70.6%	15,152	91%	TOTAL	29.5%	70.5%	15,411	95%	

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	2016									95%
	AGE BRACKETS									TOTAL HEADCOUNT
	UNDER 25 YEARS	FROM 25 TO 29 YEARS OLD	FROM 30 TO 34 YEARS OLD	FROM 35 TO 39 YEARS OLD	FROM 40 TO 44 YEARS OLD	FROM 45 TO 49 YEARS OLD	FROM 50 TO 54 YEARS OLD	FROM 55 TO 59 YEARS OLD	60 YEARS OLD AND OVER	
Germany	0.6%	3.4%	7.3%	20.7%	23.5%	20.7%	11.7%	7.8%	4.5%	179
Austria	11.1%	16.7%	16.7%	22.2%	16.7%	5.6%	5.6%	5.6%		18
Belgium	0.0%	1.6%	7.2%	15.7%	18.4%	11.3%	16.2%	23.9%	5.6%	3,957
Bulgaria	13.1%	35.9%	35.6%	8.6%	3.8%	1.7%	0.6%	0.4%	0.4%	526
Croatia										
Denmark	17.0%	29.8%	2.1%	2.1%	14.9%	10.6%	6.4%	10.6%	6.4%	47
Spain	1.3%	6.7%	19.7%	35.7%	27.3%	6.1%	3.2%			462
Finland										
France	0.4%	2.2%	11.6%	22.3%	17.5%	13.1%	13.6%	14.3%	4.9%	5,993
Greece										
Hungary	5.5%	3.3%	16.5%	31.9%	30.8%	6.6%	3.3%		2.2%	91
Ireland				25.0%	33.3%		16.7%	16.7%	8.3%	12
Italy	0.5%	3.3%	4.2%	16.6%	28.8%	18.6%	13.6%	12.1%	2.3%	1,992
Luxembourg		0.8%	7.4%	19.5%	26.0%	24.9%	18.1%	3.3%		880
Norway			20.0%	20.0%	20.0%	20.0%			20.0%	5
Netherlands	1.1%	3.3%	16.4%	18.2%	18.2%	17.8%	13.8%	6.5%	4.7%	275
Poland	5.9%	12.9%	29.2%	24.8%	19.3%	3.5%	0.5%	1.0%	3.0%	202
Portugal			20.0%	60.0%				20.0%		5
Czech Republic	1.5%	6.2%	16.9%	52.3%	18.5%	3.1%		1.5%		65
Romania	14.3%	23.2%	35.7%	16.1%	8.0%	0.9%	0.9%		0.9%	112
United Kingdom	0.7%	4.4%	13.2%	22.7%	20.7%	14.7%	10.2%	7.3%	6.2%	551
Slovakia		6.3%	18.8%	37.5%	37.5%					16
Sweden	4.3%	4.3%	21.7%	26.1%	13.0%	8.7%	8.7%	13.0%		23
TOTAL OF PART-TIME WORKERS	1.1%	3.9%	10.9%	19.7%	19.8%	13.3%	13.2%	14.0%	4.1%	15,411

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

2015	100%		2016	100%
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS		COUNTRIES	% OF WOMEN IN SENIOR MANAGEMENT POSITIONS	
11.5%		Germany	12.7%	
0.0%		Austria	25.0%	
24.0%		Belgium	23.0%	
0.0%		Bulgaria	0.0%	
No SMP		Croatia	No SMP	
0.0%		Denmark	0.0%	
17.4%		Spain	19.2%	
No SMP		Finland	No SMP	
32.3%		France	32.6%	
No SMP		Greece	No SMP	
0.0%		Hungary	0.0%	
0.0%		Ireland	0.0%	
19.9%		Italy	20.4%	
23.8%		Luxembourg	28.6%	
50.0%		Norway	50.0%	
10.0%		Netherlands	10.0%	
15.8%		Poland	14.3%	
0.0%		Portugal	16.7%	
20.0%		Czech Republic	0.0%	
25.0%		Romania	25.0%	
11.3%		United Kingdom	11.9%	
No SMP		Slovakia	100.0%	
0.0%		Sweden	0.0%	
27.1%		TOTAL	27.6%	

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

2015			79%	2016			89%
AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	COUNTRIES	AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	
62.3	11	22%	Germany	61.6	15	24%	
-	0	31%	Austria	-	0	21%	
60.9	612	100%	Belgium	61.4	509	99%	
59.4	1	100%	Bulgaria	62.8	1	100%	
-	0	100%	Croatia	-	0	100%	
Non significant		9%	Denmark	55.2	1	26%	
61.5	3	71%	Spain	59.5	8	92%	
-	0	100%	Finland	-	0	100%	
60.9	1,952	87%	France	61.1	1,782	94%	
-	0	100%	Greece	-	0	100%	
61.0	3	86%	Hungary	61.7	2	92%	
59.1	3	94%	Ireland	59.8	3	96%	
60.4	402	96%	Italy	60.6	245	94%	
58.8	39	97%	Luxembourg	59.5	26	98%	
60.3	4	100%	Norway	58.4	1	100%	
59.1	7	67%	Netherlands	60.1	11	77%	
59.2	90	51%	Poland	58.8	313	93%	
60.4	1	100%	Portugal	-	0	100%	
60.9	3	99%	Czech Republic	61.9	4	92%	
Non significant		4%	Romania	-	0	46%	
61.2	72	80%	United Kingdom	60.2	70	85%	
58.6	2	100%	Slovakia	58.4	4	100%	
64.3	3	100%	Sweden	63.3	1	87%	
60.8	3,208	79%	TOTAL	60.9	2,996	89%	

%: significance rate of 30% to 50%.

%: non-significant data.

NUMBER OF NATIONALITIES PER COUNTRY

2015			91%	2016			95%
NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE	COUNTRIES	NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE	
41	16.8%	27%	Germany	39	16.3%	27%	
11	23.8%	41%	Austria	14	23.7%	36%	
62	4.8%	99%	Belgium	62	4.9%	99%	
4	0.7%	89%	Bulgaria	4	0.6%	100%	
1	0.0%	100%	Croatia	1	0.0%	100%	
3	5.2%	20%	Denmark	4	1.6%	88%	
26	5.7%	62%	Spain	29	5.2%	96%	
2	2.4%	93%	Finland	1	0.0%	89%	
104	3.9%	95%	France	106	4.1%	96%	
3	4.3%	100%	Greece	3	4.7%	100%	
4	1.2%	96%	Hungary	2	1.1%	97%	
10	11.3%	34%	Ireland	20	10.0%	93%	
28	0.7%	97%	Italy	29	0.7%	100%	
39	74.3%	99%	Luxembourg	37	75.2%	99%	
7	15.9%	44%	Norway	7	15.0%	45%	
21	6.3%	89%	Netherlands	21	5.9%	95%	
25	1.0%	88%	Poland	29	1.4%	97%	
33	7.5%	100%	Portugal	43	8.6%	100%	
6	4.4%	98%	Czech Republic	9	5.7%	98%	
2	1.4%	17%	Romania	4	1.3%	99%	
78	30.7%	87%	United Kingdom	82	27.8%	99%	
7	3.7%	100%	Slovakia	8	3.8%	100%	
6	10.0%	64%	Sweden	10	11.0%	83%	
135	7.1%	91%	TOTAL	139	7.2%	95%	

Percentages are based on the total headcount of each country.

%: significance rate of 30% to 50%.

%: non-significant data.

NUMBER OF DISABLED EMPLOYEES

2015		88%	2016		96%
NUMBER OF PERSONS	SIGNIFICANCE RATE		COUNTRIES	NUMBER OF PERSONS	SIGNIFICANCE RATE
65	45%		Germany	82	77%
0	20%		Austria	0	7%
71	97%		Belgium	69	95%
0	4%		Bulgaria	20	86%
0	100%		Croatia	Not communicated	Not communicated
0	72%		Denmark	3	92%
25	84%		Spain	26	96%
Not communicated	Not communicated		Finland	4	11%
1,581	95%		France	1,722	99%
0	52%		Greece	0	67%
0	12%		Hungary	Not communicated	Not communicated
Not communicated	Not communicated		Ireland	4	29%
803	95%		Italy	836	99%
54	100%		Luxembourg	58	88%
0	10%		Norway	0	51%
4	100%		Netherlands	1	88%
54	97%		Poland	49	99%
9	99%		Portugal	12	91%
8	86%		Czech Republic	7	86%
1	94%		Romania	2	82%
4	11%		United Kingdom	24	100%
2	71%		Slovakia	1	56%
0	40%		Sweden	0	17%

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

2015			COUNTRIES	2016		
% OF EMPLOYEES WHO ATTENDED A TRAINING COURSE	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE		% OF EMPLOYEES WHO ATTENDED A TRAINING COURSE	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE
100.0%	23	20%	Germany	100.0%	59	20%
47.3%	2	90%	Austria	100.0%	5	36%
100.0%	28	100%	Belgium	100.0%	18	100%
Not communicated	Not communicated	Not communicated	Bulgaria	100.0%	3	100%
Not communicated	Not communicated	Not communicated	Croatia	100.0%	5	100%
31.7%	3	100%	Denmark	100.0%	5	100%
100.0%	5	48%	Spain	100.0%	22	100%
100.0%	3	100%	Finland	100.0%	6	100%
100.0%	28	98%	France	100.0%	29	99%
100.0%	2	100%	Greece	100.0%	6	100%
Not communicated	Not communicated	Not communicated	Hungary	100.0%	14	100%
99.6%	4	100%	Ireland	100.0%	7	100%
100.0%	48	100%	Italy	100.0%	38	100%
100.0%	24	100%	Luxembourg	100.0%	35	100%
100.0%	10	100%	Norway	100.0%	13	100%
100.0%	4	97%	Netherlands	100.0%	10	99%
99.2%	21	99%	Poland	100.0%	45	100%
100.0%	43	100%	Portugal	100.0%	40	100%
Not communicated	Not communicated	Not communicated	Czech Republic	100.0%	16	100%
Not communicated	Not communicated	Not communicated	Romania	69.3%	24	100%
97.9%	15	97%	United Kingdom	100.0%	21	100%
Not communicated	Not communicated	Not communicated	Slovakia	100.0%	44	44%
100.0%	5	81%	Sweden	100.0%	7	100%
92.7%	16	92%	AVERAGE	98.7%	21	95%

%: significance rate of 30% to 50%.

%: non-significant data.

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

COUNTRIES	2016						
	TRAINING SESSIONS						
	CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES	BUSINESS LINES TECHNICAL TRAINING	BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING	RISKS	INDIVIDUAL COMPETENCIES	MANAGEMENT	DIGITAL
Germany	21.6%	4.1%	0.5%	72.3%	1.0%	0.5%	0.0%
Austria	17.4%	2.8%	0.3%	79.6%	0.0%	0.0%	0.0%
Belgium	13.9%	4.2%	2.8%	76.6%	2.2%	0.4%	0.0%
Bulgaria	28.7%	1.1%	0.5%	69.2%	0.1%	0.3%	0.0%
Croatia	16.8%	1.8%	1.8%	79.6%	0.0%	0.0%	0.0%
Denmark	19.6%	0.5%	1.9%	77.8%	0.0%	0.1%	0.0%
Spain	24.2%	1.3%	1.4%	72.4%	0.3%	0.4%	0.1%
Finland	27.3%	0.0%	0.0%	72.7%	0.0%	0.0%	0.0%
France	19.6%	9.4%	3.2%	64.6%	1.9%	1.2%	0.1%
Greece	21.4%	1.8%	0.7%	76.2%	0.0%	0.0%	0.0%
Hungary	22.2%	1.0%	0.8%	75.9%	0.0%	0.0%	0.0%
Ireland	22.4%	4.9%	5.7%	66.5%	0.3%	0.3%	0.0%
Italy	11.4%	51.0%	1.2%	32.9%	3.2%	0.2%	0.1%
Luxembourg	16.8%	2.6%	0.6%	79.0%	0.8%	0.2%	0.1%
Norway	10.0%	3.7%	0.4%	85.9%	0.0%	0.0%	0.0%
Netherlands	17.4%	2.6%	1.1%	78.6%	0.3%	0.1%	0.0%
Poland	9.5%	13.3%	1.6%	22.6%	53.1%	0.0%	0.0%
Portugal	20.0%	10.8%	2.4%	62.9%	3.3%	0.6%	0.0%
Czech Republic	18.9%	0.6%	0.5%	79.9%	0.0%	0.0%	0.0%
Romania	21.7%	0.3%	3.0%	74.9%	0.0%	0.1%	0.0%
United Kingdom	17.0%	1.9%	0.5%	76.7%	3.0%	0.8%	0.0%
Slovakia	28.8%	0.1%	0.8%	70.1%	0.0%	0.1%	0.0%
Sweden	14.0%	5.6%	0.5%	79.9%	0.0%	0.0%	0.0%
AVERAGE	14.5%	22.6%	1.9%	49.3%	11.1%	0.5%	0.1%

96%

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

NUMBER OF FILLED POSITIONS VIA E-JOBS / TALEO

COUNTRIES	2016					
	E-JOBS		TALEO		TOTAL E-JOBS / TALEO	
	INTERNAL PUBLISHED REQUISITIONS	INTERNAL FILLED POSITIONS	INTERNAL PUBLISHED REQUISITIONS	INTERNAL FILLED POSITIONS	INTERNAL PUBLISHED REQUISITIONS	INTERNAL FILLED POSITIONS
Germany	180	54			180	54
Austria	3	1			3	1
Belgium	60	21	531	219	591	240
Bulgaria	5				5	
Croatia			Not communicated			
Denmark	4	3			4	3
Spain	69	15			69	15
Finland	1				1	
France	5,405	2,515			5,405	2,515
Greece			Not communicated			
Hungary	2				2	
Ireland	2				2	
Italy	97	16			97	16
Luxembourg	98	74	202	75	300	149
Norway	3	2			3	2
Netherlands	51	7			51	7
Poland	1	1	1213	228	1,214	229
Portugal	581	173			581	173
République Tchèque	5				5	
Romania			Not communicated			
United Kingdom	67	11	864	296	931	307
Slovakia			Not communicated			
Sweden	2	1			2	1
TOTAL	6,636	2,894	2,810	818	9,446	3,712

93 %

APPRAISALS DECLARED BY THE EMPLOYEE

COUNTRIES	2016		
	APPRAISALS		
	NUMBER OF RESPONDENTS	APPRAISAL IN THE YEAR BEFORE THE GPS	SIGNIFICANCE RATE
Germany	3,083	78%	52%
Austria	153	92%	52%
Belgium	14,018	84%	84%
Bulgaria	749	93%	67%
Croatia	Not communicated	Not communicated	Not communicated
Denmark	157	68%	67%
Spain	1,905	81%	65%
Finland	33	85%	94%
France	35,453	86%	59%
Greece	41	80%	95%
Hungary	452	81%	72%
Ireland	341	80%	63%
Italy	13,899	88%	75%
Luxembourg	2,391	89%	63%
Norway	68	93%	65%
Netherlands	606	74%	56%
Poland	5,521	91%	63%
Portugal	1,759	96%	58%
Czech Republic	467	76%	64%
Romania	567	78%	60%
United Kingdom	4,365	77%	65%
Slovakia	164	80%	53%
Sweden	151	84%	74%

%: significance rate of 30% to 50%.

%: non-significant data.

Source: GPS 2016

MOBILITY DECLARED BY THE EMPLOYEE

COUNTRIES	2016			
	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	REMINDER 2015 MOBILITY RATE
Germany	2,890	252	9%	8%
Austria	135	16	12%	6%
Belgium	13,637	1,432	11%	12%
Bulgaria	657	79	12%	13%
Croatia	Not communicated	Not communicated	Not communicated	5%
Denmark	142	7	5%	14%
Spain	1,864	126	7%	9%
Finland	29	2	7%	8%
France	34,524	7,089	21%	19%
Greece	41	-	0%	0%
Hungary	430	45	10%	8%
Ireland	303	44	15%	11%
Italy	13,749	1,757	13%	12%
Luxembourg	2,343	302	13%	12%
Norway	68	5	7%	15%
Netherlands	553	57	10%	8%
Poland	5,063	643	13%	8%
Portugal	1,616	209	13%	12%
Czech Republic	423	53	13%	13%
Romania	522	58	11%	11%
United Kingdom	4,023	541	13%	12%
Slovakia	144	27	19%	8%
Sweden	135	11	8%	7%
AVERAGE	3,621	555	15%	15%

65%



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