

EUROPEAN SOCIAL REPORT 2017



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

2017 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 & Transformation, Collective Management, Corporate & Social Responsibility, Economic research, Financial Management, General Direction, General Inspection, Group Communication, Group Compliance, Group Finance, Group Human Resources, Group Legal, Group Procurement, Group IT, 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

2016					100%	2017					100%
MALE		FEMALE		TOTAL	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
FTEs	%	FTEs	%			FTEs	%	FTEs	%		
11,788	40.4%	17,382	59.6%	29,169	FRB	11,510	40.3%	17,021	59.7%	28,532	
7,332	56.4%	5,673	43.6%	13,005	BNL	7,108	55.5%	5,690	44.5%	12,799	
6,441	48.7%	6,792	51.3%	13,233	RB Belgium	6,143	48.4%	6,548	51.6%	12,691	
987	54.5%	825	45.5%	1,812	RB Luxembourg	913	53.2%	803	46.8%	1,716	
2,603	49.6%	2,646	50.4%	5,249	Arval	2,632	49.4%	2,695	50.6%	5,327	
-	-	-	-	-	Compte-Nickel	106	52.5%	96	47.5%	202	
1,375	48.7%	1,450	51.3%	2,825	Leasing Solutions	1,360	49.0%	1,417	51.0%	2,777	
854	61.9%	526	38.1%	1,381	Personal Investors	878	62.0%	539	38.0%	1,417	
147	56.6%	113	43.4%	260	PACE	76	49.6%	77	50.4%	153	
2,431	31.6%	5,264	68.4%	7,695	IRB	1,844	30.4%	4,228	69.6%	6,072	
6,252	41.2%	8,906	58.8%	15,159	Personal Finance	7,075	42.3%	9,641	57.7%	16,715	
2,041	46.3%	2,364	53.7%	4,405	Insurance	2,259	46.9%	2,557	53.1%	4,816	
3,605	53.9%	3,079	46.1%	6,684	Other IFS Core Businesses	3,959	53.3%	3,463	46.7%	7,422	
9,146	56.6%	7,021	43.4%	16,167	CIB	9,619	56.3%	7,464	43.7%	17,083	
4,995	50.7%	4,855	49.3%	9,850	Group Functions	6,206	50.6%	6,049	49.4%	12,255	
404	57.8%	295	42.2%	699	Other Activities	498	60.1%	330	39.9%	828	
60,402	47.3%	67,192	52.7%	127,594	TOTAL	62,187	47.5%	68,620	52.5%	130,807	

HEADCOUNT PER CORE BUSINESSES / RBOE / GROUP FUNCTIONS

2016					100%	2017					100%
MALE		FEMALE		TOTAL	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
11,855	39.5%	18,123	60.5%	29,978	FRB	11,576	39.5%	17,748	60.5%	29,324	
7,364	55.4%	5,919	44.6%	13,283	BNL	7,149	54.6%	5,943	45.4%	13,092	
6,591	46.8%	7,494	53.2%	14,085	RB Belgium	6,283	46.5%	7,228	53.5%	13,511	
1,002	51.1%	959	48.9%	1,961	RB Luxembourg	929	49.9%	934	50.1%	1,863	
2,618	48.5%	2,784	51.5%	5,402	Arval	2,668	48.4%	2,840	51.6%	5,508	
-	-	-	-	-	Compte-Nickel	106	52.5%	96	47.5%	202	
1,386	47.4%	1,537	52.6%	2,923	Leasing Solutions	1,366	47.8%	1,489	52.2%	2,855	
897	57.4%	665	42.6%	1,562	Personal Investors	915	58.5%	650	41.5%	1,565	
148	56.3%	115	43.7%	263	PACE	76	49.4%	78	50.6%	154	
2,484	31.5%	5,397	68.5%	7,881	IRB	1,880	30.5%	4,286	69.5%	6,166	
6,387	39.7%	9,715	60.3%	16,102	Personal Finance	7,232	40.6%	10,582	59.4%	17,814	
2,061	45.3%	2,487	54.7%	4,548	Insurance	2,292	46.1%	2,680	53.9%	4,972	
3,714	52.7%	3,333	47.3%	7,047	Other IFS Core Businesses	4,029	52.3%	3,678	47.7%	7,707	
9,197	55.9%	7,267	44.1%	16,464	CIB	9,666	55.7%	7,698	44.3%	17,364	
4,962	50.1%	4,938	49.9%	9,900	Group Functions	6,247	49.9%	6,281	50.1%	12,528	
409	57.4%	303	42.6%	712	Other Activities	501	59.5%	341	40.5%	842	
61,075	46.2%	71,036	53.8%	132,111	TOTAL	62,915	46.4%	72,552	53.6%	135,467	

FULL-TIME EQUIVALENT PER COUNTRY

2016					100%	2017					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
FTEs	%	FTEs	%			FTEs	%	FTEs	%		
2,821	56.7%	2,156	43.3%	4,977	Germany	3,055	57.2%	2,290	42.8%	5,344	
139	50.0%	139	50.0%	279	Austria	143	50.3%	141	49.7%	284	
7,876	50.1%	7,845	49.9%	15,721	Belgium	7,615	50.0%	7,620	50.0%	15,236	
193	22.9%	649	77.1%	842	Bulgaria	189	22.9%	638	77.1%	827	
5	25.0%	15	75.0%	20	Croatia	-	-	-	-	-	
102	49.5%	104	50.5%	207	Denmark	115	50.3%	113	49.7%	228	
1,327	46.8%	1,508	53.2%	2,834	Spain	1,515	48.0%	1,642	52.0%	3,157	
16	45.7%	19	54.3%	35	Finland	11	52.4%	10	47.6%	21	
26,013	44.4%	32,523	55.6%	58,536	France	26,145	44.7%	32,365	55.3%	58,510	
24	55.8%	19	44.2%	43	Greece	31	52.5%	28	47.5%	59	
219	37.1%	370	62.9%	589	Hungary	213	37.8%	350	62.2%	562	
270	50.6%	264	49.4%	534	Ireland	297	53.5%	258	46.5%	555	
9,797	54.4%	8,220	45.6%	18,017	Italy	10,051	53.8%	8,621	46.2%	18,673	
1,948	54.8%	1,604	45.2%	3,551	Luxembourg	1,914	54.8%	1,579	45.2%	3,493	
56	54.5%	47	45.5%	103	Norway	56	50.1%	56	49.9%	112	
661	65.2%	353	34.8%	1,013	Netherlands	608	65.7%	317	34.3%	926	
2,792	32.5%	5,807	67.5%	8,600	Poland	2,789	33.0%	5,665	67.0%	8,454	
1,359	45.1%	1,654	54.9%	3,013	Portugal	1,919	46.4%	2,215	53.6%	4,133	
347	49.0%	362	51.0%	709	Czech Republic	374	48.3%	400	51.7%	774	
251	27.3%	668	72.7%	919	Romania	271	27.0%	732	73.0%	1,003	
3,990	60.9%	2,562	39.1%	6,552	United Kingdom	4,658	59.0%	3,239	41.0%	7,897	
112	37.0%	191	63.0%	303	Slovakia	112	35.5%	203	64.5%	315	
86	43.4%	112	56.6%	197	Sweden	107	43.6%	138	56.4%	245	
60,402	47.3%	67,192	52.7%	127,594	TOTAL	62,187	47.5%	68,620	52.5%	130,807	

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

COUNTRIES	2017																100%
	CORE BUSINESSES / RBOE / GROUP FUNCTIONS																
	FRB	BNL	RB BELGIUM	RB LUXEMBOURG	ARVAL	COMPTE-NICKEL	LEASING SOLUTIONS	PERSONAL INVESTORS	PACE	IRB	PERSONAL FINANCE	INSURANCE	OTHER IFS CORE BUSINESSES	CIB	GROUP FUNCTIONS	OTHER ACTIVITIES	TOTAL
Germany	3		77		345		279	1,239			1,359	153	747	849	283	11	5,344
Austria					26		18	132			32	25	7	25	20		284
Belgium			12,477		327		123	1			365	90	350	544	876	83	15,236
Bulgaria											702	41		53	29	2	827
Denmark			19		18						146	3		22	19	1	228
Spain	18				499		78	32			1,130	87	296	857	158	3	3,157
Finland					17									4			21
France	28,450				1,684	202	1,197	13	153	442	6,035	2,656	3,257	5,650	8,111	661	58,510
Greece					18						12			28	1		59
Hungary					38						331	42	20	85	42	4	562
Ireland					25						3	1	36	460	24	6	555
Italy	13	12,799			934		369				2,215	592	254	672	820	6	18,673
Luxembourg			1	1,716	27		8					247	335	886	245	27	3,493
Norway					1						4	8	35	55	8	1	112
Netherlands			16		233		70				44	102	150	256	51	4	926
Poland			65		131		173			5,630	1,052	104	91	876	330	2	8,454
Portugal	48				69		25				612	194	86	2,692	406	1	4,133
Czech Republic					107						472	113	20	20	41	1	774
Romania					59		33				808	30	16	18	38	1	1,003
United Kingdom			37		633		404				1,182	222	1,681	2,999	725	14	7,897
Slovakia					99						173	30			13		315
Sweden					38						39	79	41	32	15	1	245
TOTAL	28,532	12,799	12,691	1,716	5,327	202	2,777	1,417	153	6,072	16,715	4,816	7,422	17,083	12,255	828	130,807

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

RB Belgium (Belgium excluded): Fortis Commercial Finance

HEADCOUNT PER COUNTRY AND GENDER

2016					100%	2017					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
2,887	54.8%	2,379	45.2%	5,266	Germany	3,175	54.6%	2,641	45.4%	5,816	
141	47.5%	156	52.5%	297	Austria	144	47.2%	161	52.8%	305	
8,052	48.3%	8,622	51.7%	16,674	Belgium	7,783	48.2%	8,373	51.8%	16,156	
207	18.5%	911	81.5%	1,118	Bulgaria	206	18.6%	900	81.4%	1,106	
5	25.0%	15	75.0%	20	Croatia	-	-	-	-	-	
109	46.8%	124	53.2%	233	Denmark	121	48.2%	130	51.8%	251	
1,339	45.5%	1,605	54.5%	2,944	Spain	1,532	46.6%	1,753	53.4%	3,285	
16	45.7%	19	54.3%	35	Finland	11	52.4%	10	47.6%	21	
26,174	43.6%	33,869	56.4%	60,043	France	26,294	43.8%	33,680	56.2%	59,974	
24	55.8%	19	44.2%	43	Greece	31	52.5%	28	47.5%	59	
232	36.9%	396	63.1%	628	Hungary	223	37.2%	377	62.8%	600	
270	50.1%	269	49.9%	539	Ireland	297	53.0%	263	47.0%	560	
9,863	53.3%	8,644	46.7%	18,507	Italy	10,120	52.7%	9,072	47.3%	19,192	
1,977	52.0%	1,828	48.0%	3,805	Luxembourg	1,944	52.0%	1,798	48.0%	3,742	
57	54.3%	48	45.7%	105	Norway	56	50.0%	56	50.0%	112	
679	62.6%	406	37.4%	1,085	Netherlands	620	63.1%	362	36.9%	982	
2,852	32.4%	5,952	67.6%	8,804	Poland	2,863	33.1%	5,790	66.9%	8,653	
1,367	44.8%	1,684	55.2%	3,051	Portugal	1,920	46.4%	2,216	53.6%	4,136	
352	48.4%	376	51.6%	728	Czech Republic	378	47.2%	423	52.8%	801	
261	27.5%	689	72.5%	950	Romania	274	26.6%	756	73.4%	1,030	
4,005	59.6%	2,714	40.4%	6,719	United Kingdom	4,701	57.9%	3,414	42.1%	8,115	
119	38.1%	193	61.9%	312	Slovakia	114	35.5%	207	64.5%	321	
87	42.4%	118	57.6%	205	Sweden	108	43.2%	142	56.8%	250	
61,075	46.2%	71,036	53.8%	132,111	TOTAL	62,915	46.4%	72,552	53.6%	135,467	

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

2016						CORE BUSINESSES / RBOE / GROUP FUNCTIONS	2017					
FTC			PTC				FTC			PTC		
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	HOMMES	FEMMES	TOTAL
88	180	268	11,700	17,202	28,902	FRB	236	379	615	11,274	16,642	27,917
79	89	167	7,254	5,585	12,838	BNL	134	200	333	6,974	5,491	12,465
62	64	126	6,379	6,728	13,107	RB Belgium	35	60	95	6,108	6,488	12,597
17	20	37	970	805	1,775	RB Luxembourg	4	8	12	909	795	1,704
138	161	299	2,465	2,485	4,950	Arval	127	141	268	2,505	2,554	5,059
-	-	-	-	-	-	Compte-Nickel	5	1	6	101	95	196
74	93	167	1,301	1,357	2,658	Leasing Solutions	89	105	193	1,271	1,313	2,584
52	52	104	802	475	1,277	Personal Investors	30	35	65	848	504	1,352
0	1	1	147	112	259	PACE	0	4	4	76	73	149
445	1,087	1,532	1,987	4,176	6,163	IRB	352	1,046	1,397	1,492	3,183	4,675
316	635	951	5,936	8,271	14,207	Personal Finance	473	818	1,291	6,602	8,823	15,425
53	86	139	1,988	2,278	4,266	Insurance	65	119	185	2,194	2,438	4,632
91	115	207	3,514	2,963	6,477	Other IFS Core Businesses	85	101	186	3,874	3,362	7,236
408	435	843	8,737	6,586	15,323	CIB	391	444	835	9,228	7,020	16,248
74	109	183	4,921	4,746	9,668	Group Functions	90	160	250	6,117	5,889	12,006
1	1	2	403	294	697	Other Activities	5	2	7	493	328	821
1,897	3,128	5,025	58,505	64,064	122,569	TOTAL	2,121	3,622	5,742	60,067	64,998	125,064

FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

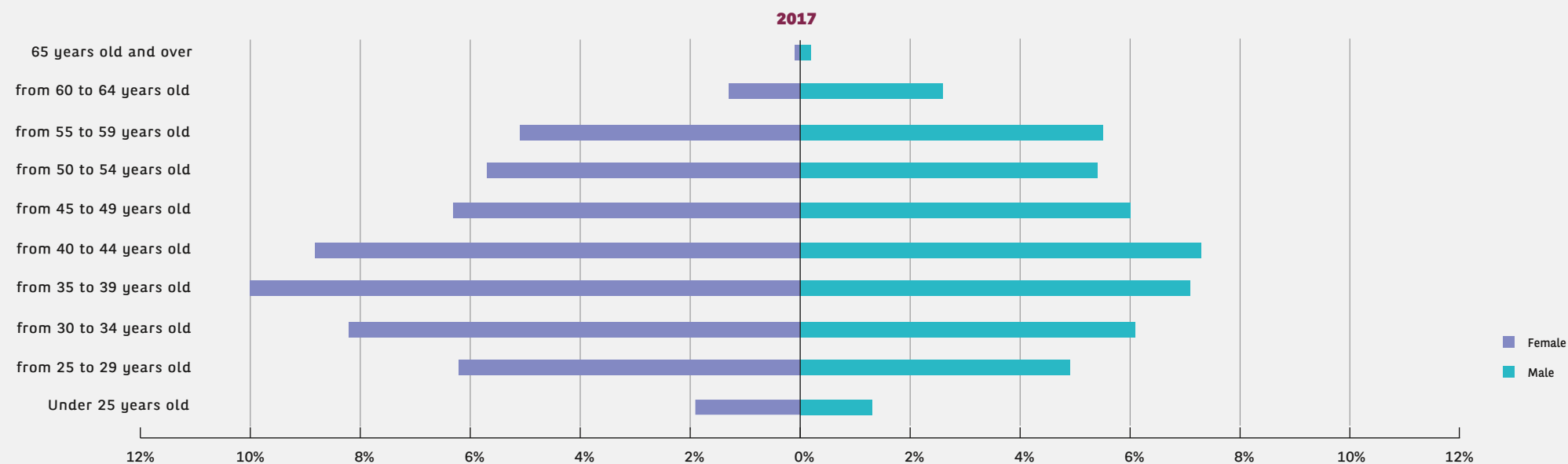
2016						100%	2017						100%
FTC			PTC			COUNTRIES	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
119	125	244	2,702	2,031	4,733	Germany	111	120	232	2,943	2,169	5,113	
13	19	32	126	120	246	Austria	1	3	4	142	138	280	
93	77	170	7,783	7,768	15,551	Belgium	73	75	148	7,542	7,545	15,088	
0	1	1	193	648	841	Bulgaria	1	2	3	188	636	824	
0	0	0	5	15	20	Croatia	-	-	-	-	-	-	
5	6	11	97	98	196	Denmark	3	7	10	112	107	219	
90	100	190	1,237	1,408	2,645	Spain	108	130	238	1,407	1,512	2,919	
1	3	4	15	16	31	Finland	1	6	7	10	4	14	
348	654	1,002	25,665	31,870	57,535	France	436	766	1,202	25,710	31,598	57,308	
0	0	0	24	19	43	Greece	0	0	0	31	28	59	
7	9	16	212	362	573	Hungary	5	9	14	208	341	548	
25	21	46	245	243	488	Ireland	37	31	68	260	227	487	
298	414	711	9,499	7,807	17,306	Italy	361	584	945	9,690	8,037	17,727	
49	60	109	1,899	1,544	3,442	Luxembourg	44	41	85	1,870	1,538	3,408	
3	6	9	54	41	94	Norway	3	9	12	53	47	100	
85	72	156	576	281	857	Netherlands	87	64	151	521	253	774	
608	1,307	1,915	2,184	4,500	6,685	Poland	701	1,502	2,203	2,088	4,163	6,251	
43	78	121	1,316	1,576	2,892	Portugal	52	73	125	1,867	2,142	4,008	
33	51	83	315	311	626	Czech Republic	16	53	69	358	347	705	
7	25	33	244	643	887	Romania	5	18	23	266	714	981	
53	55	107	3,937	2,508	6,445	United Kingdom	55	68	124	4,602	3,171	7,773	
11	40	52	101	150	251	Slovakia	16	51	67	96	152	248	
8	7	14	78	105	183	Sweden	5	9	14	102	129	231	
1,897	3,128	5,025	58,505	64,064	122,569	TOTAL	2,121	3,622	5,742	60,067	64,998	125,064	

AGE PYRAMID - HEADCOUNT

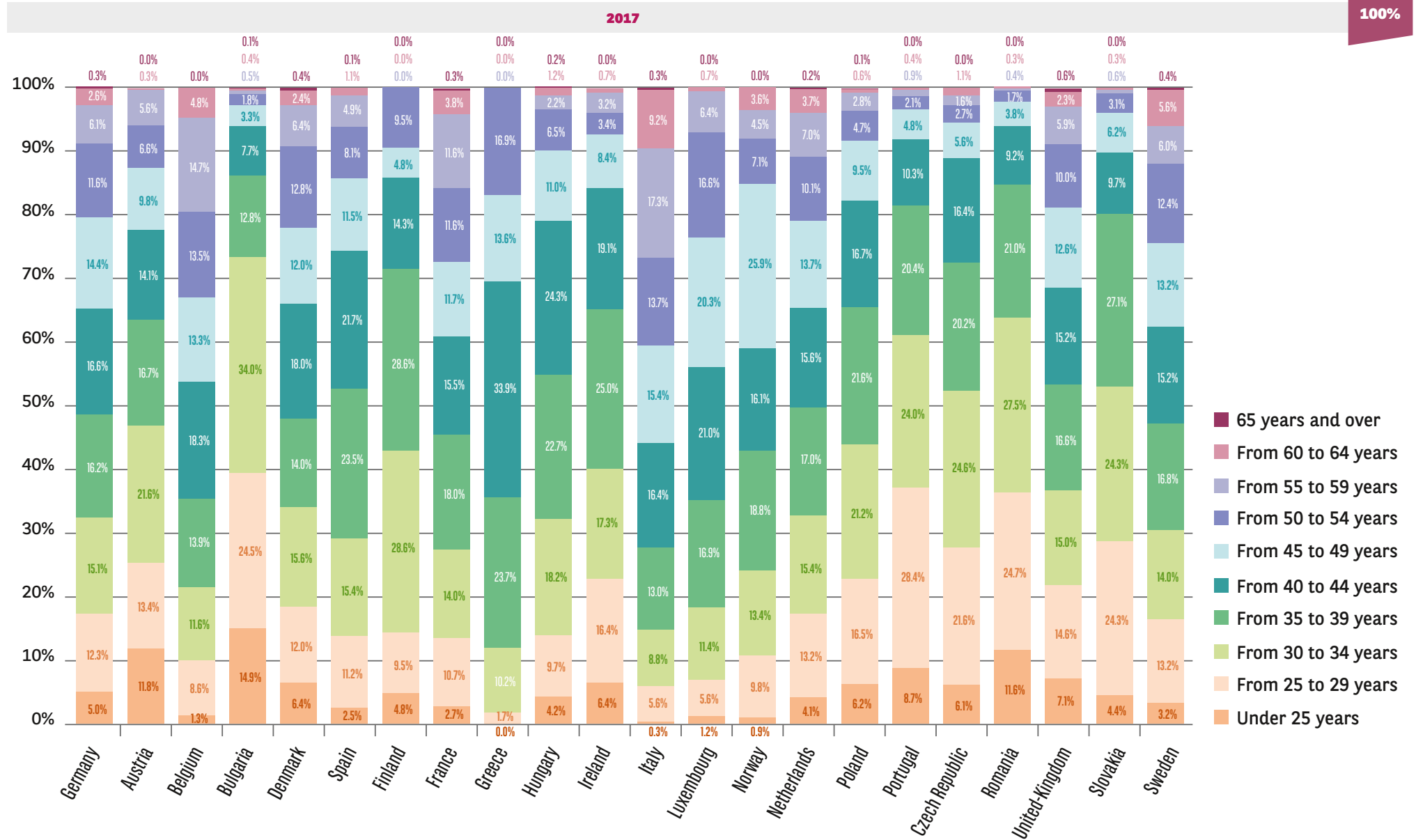
2016			AGE BRACKETS	2017		
99%				100%		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
68.4%	31.6%	0.2%	65 years old and over	70.6%	29.4%	0.3%
65.4%	34.6%	3.7%	From 60 to 64 years old	66.0%	34.0%	4.0%
53.3%	46.7%	10.7%	From 55 to 59 years old	52.1%	47.9%	10.6%
48.8%	51.2%	11.5%	From 50 to 54 years old	48.9%	51.1%	11.1%
48.5%	51.5%	11.8%	From 45 to 49 years old	49.1%	50.9%	12.3%
46.2%	53.8%	15.8%	From 40 to 44 years old	45.4%	54.6%	16.1%
41.7%	58.3%	17.5%	From 35 to 39 years old	41.4%	58.6%	17.1%
41.5%	58.5%	15.0%	From 30 to 34 years old	42.6%	57.4%	14.2%
42.8%	57.2%	10.9%	From 25 to 29 years old	44.0%	56.0%	11.2%
39.3%	60.7%	3.0%	Under 25 years old	40.0%	60.0%	3.2%

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



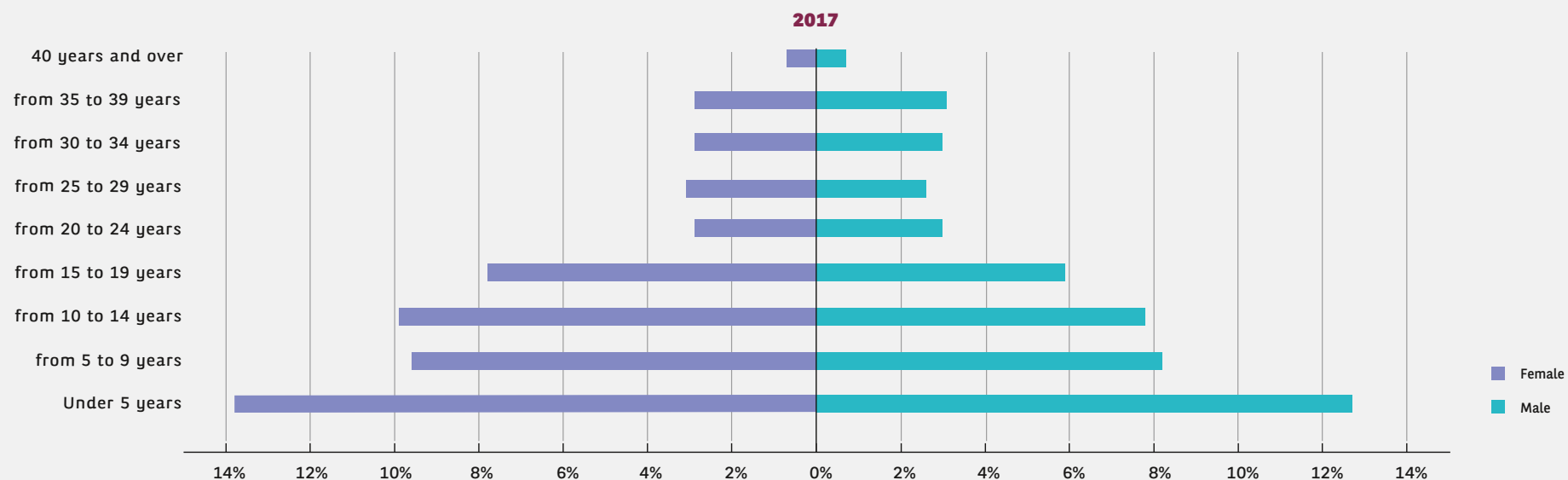
GROUP SENIORITY PYRAMID - HEADCOUNT

2016			SENIORITY BRACKETS	2017		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
45.3%	54.7%	1.5%	40 years and over	49.1%	50.9%	1.4%
54.8%	45.2%	5.5%	From 35 to 39 years	51.4%	48.6%	6.0%
50.5%	49.5%	6.5%	From 30 to 34 years	51.3%	48.7%	5.9%
46.5%	53.5%	6.5%	From 25 to 29 years	45.6%	54.4%	5.7%
47.6%	52.4%	4.9%	From 20 to 24 years	46.6%	53.4%	5.4%
44.3%	55.7%	12.8%	From 15 to 19 years	43.1%	56.9%	13.7%
43.2%	56.8%	16.0%	From 10 to 14 years	43.9%	56.1%	17.7%
46.6%	53.4%	20.7%	From 5 to 9 years	46.0%	54.0%	17.7%
45.5%	54.5%	25.7%	Under 5 years	48.0%	52.0%	26.5%

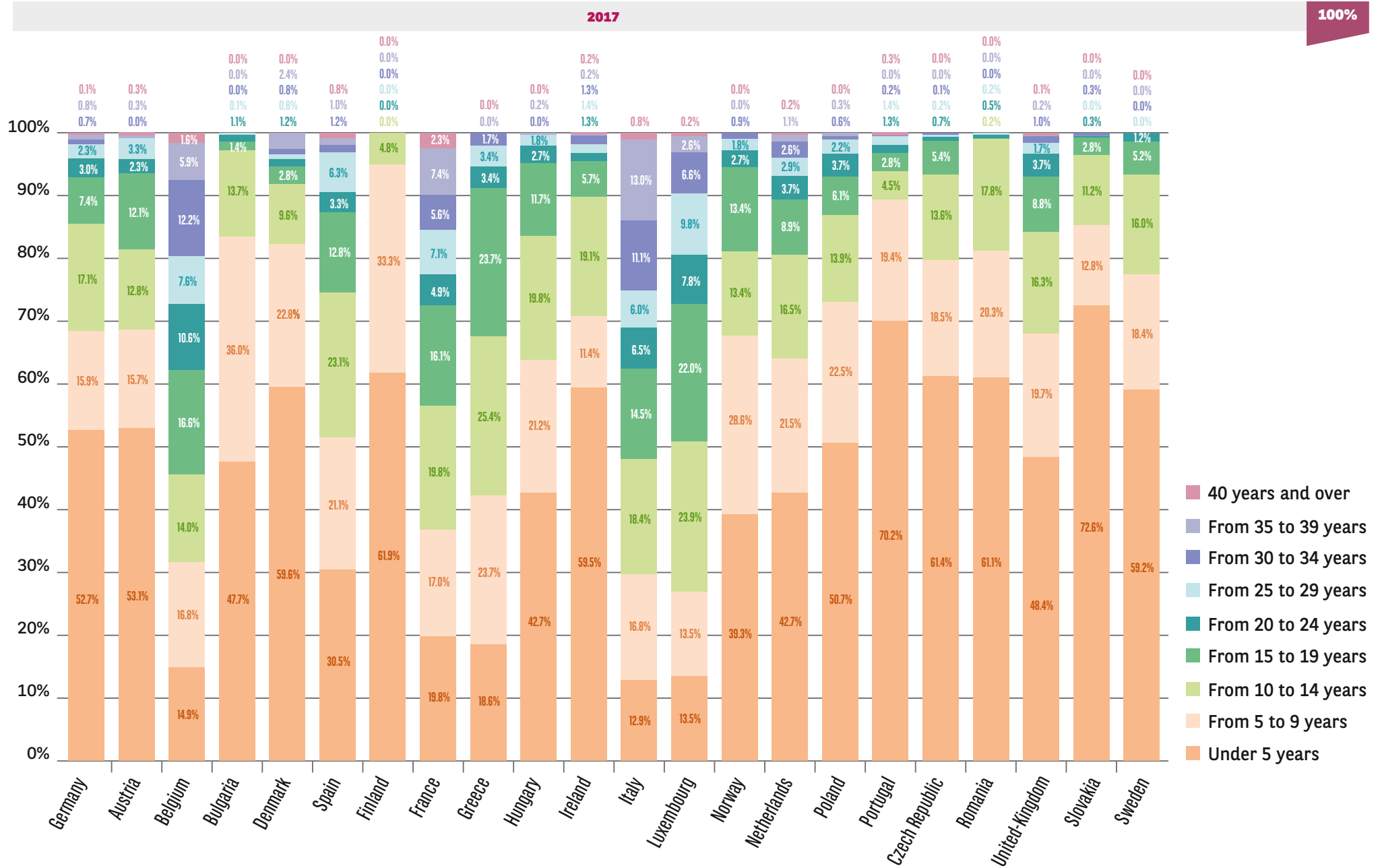
Percentages per gender are calculated on the basis of the total of each line.

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

2016			99%	2017			100%
MALE	FEMALE	GLOBAL		COUNTRIES	MALE	FEMALE	GLOBAL
40.6	39.6	40.2		Germany	41.2	39.3	40.3
35.6	35.8	35.7		Austria	37.2	36.8	37.0
44.6	43.1	43.8		Belgium	44.9	43.7	44.3
33.6	31.2	31.6		Bulgaria	33.9	31.9	32.3
36.4	39.9	39.0		Croatia	-	-	-
41.8	39.6	40.7		Denmark	41.3	40.1	40.7
40.7	39.6	40.1		Spain	40.4	39.7	40.0
38.5	37.6	38.0		Finland	39.2	35.5	37.4
43.1	41.7	42.3		France	43.1	41.9	42.4
41.3	41.7	41.5		Greece	42.7	42.1	42.4
38.5	37.7	38.0		Hungary	39.0	39.1	39.1
37.3	36.6	36.9		Ireland	37.4	37.0	37.2
48.7	44.0	46.5		Italy	48.9	44.3	46.7
42.9	42.4	42.7		Luxembourg	43.4	43.0	43.2
42.8	42.8	42.8		Norway	42.9	41.3	42.1
42.6	40.5	41.8		Netherlands	41.5	39.6	40.8
36.9	37.4	37.3		Poland	36.8	37.3	37.1
34.6	34.4	34.5		Portugal	33.6	33.8	33.7
35.9	35.1	35.5		Czech Republic	36.0	35.2	35.6
33.3	32.3	32.6		Romania	34.3	32.8	33.2
40.0	38.7	39.5		United Kingdom	40.2	38.3	39.4
35.8	33.4	34.3		Slovakia	36.7	33.9	34.9
42.8	42.3	42.5		Sweden	41.3	41.4	41.3
43.1	41.1	42.0		AVERAGE AGE	43.1	41.1	42.0

AVERAGE GROUP SENIORITY PER COUNTRY AND GENDER

2016			99%	2017			100%
MALE	FEMALE	GLOBAL		PAYS	MALE	FEMALE	GLOBAL
8.1	8.5	8.3		Germany	7.1	7.8	7.4
6.6	7.7	7.2		Austria	7.0	7.8	7.5
17.3	17.0	17.1		Belgium	17.4	17.4	17.4
6.1	5.5	5.6		Bulgaria	6.5	5.8	5.9
4.7	5.0	4.9		Croatia	-	-	-
4.7	7.2	6.0		Denmark	4.7	7.5	6.1
11.4	11.0	11.2		Spain	10.7	11.0	10.8
4.2	5.4	4.8		Finland	5.2	2.7	4.0
15.4	15.8	15.6		France	15.1	15.8	15.5
10.6	12.2	11.3		Greece	12.2	11.8	12.0
7.5	7.5	7.5		Hungary	7.8	8.1	8.0
6.1	7.2	6.6		Ireland	5.7	6.9	6.3
19.7	16.2	18.1		Italy	19.7	16.4	18.1
14.6	15.9	15.2		Luxembourg	14.9	16.4	15.6
7.4	9.3	8.3		Norway	7.8	8.4	8.1
10.3	9.3	9.9		Netherlands	9.0	8.8	8.9
3.8	3.2	3.4		Poland	6.3	7.4	7.1
5.0	4.8	4.9		Portugal	4.6	4.7	4.7
5.6	5.5	5.5		Czech Republic	5.6	5.0	5.3
5.1	4.9	5.0		Romania	5.2	4.7	4.9
8.2	7.9	8.0		United Kingdom	7.9	7.3	7.6
5.1	3.6	4.2		Slovakia	5.0	3.5	4.1
5.5	4.8	5.1		Sweden	5.8	5.2	5.5
14.3	13.5	13.9		AVERAGE GROUP SENIORITY	14.0	13.7	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

2016					88%	2017					94%
DISTRIBUTION					COUNTRIES	DISTRIBUTION					
SALES	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT	TOTAL	SIGNIFICANCE RATE		SALES	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT	TOTAL	SIGNIFICANCE RATE	
47.7%	20.9%	31.5%	1,324	27%	Germany	39.9%	18.1%	42.0%	3,539	66%	
43.7%	21.3%	35.0%	94	34%	Austria	41.8%	20.3%	37.9%	280	99%	
55.3%	8.5%	36.2%	15,601	99%	Belgium	55.5%	9.0%	35.5%	15,119	99%	
37.7%	3.7%	58.6%	840	100%	Bulgaria	64.8%	3.4%	31.8%	826	100%	
20.0%	25.0%	55.0%	20	100%	Croatia	-	-	-	-	-	
52.0%	14.8%	33.2%	59	29%	Denmark	49.6%	6.5%	43.9%	227	100%	
45.4%	14.9%	39.7%	2,726	96%	Spain	42.8%	18.4%	38.8%	3,045	96%	
60.0%	8.6%	31.4%	35	100%	Finland	70.0%	0.0%	30.0%	20	95%	
52.2%	11.8%	36.0%	56,146	96%	France	51.7%	11.4%	36.9%	55,901	96%	
23.3%	44.2%	32.6%	43	100%	Greece	27.7%	38.3%	34.0%	47	80%	
52.6%	10.7%	36.7%	568	97%	Hungary	54.5%	9.0%	36.6%	541	96%	
11.0%	46.5%	42.5%	498	93%	Ireland	8.1%	55.6%	36.2%	516	93%	
59.0%	12.2%	28.8%	17,764	99%	Italy	58.7%	12.7%	28.6%	18,240	98%	
31.6%	23.9%	44.5%	3,518	99%	Luxembourg	30.2%	25.0%	44.8%	3,454	99%	
47.4%	12.6%	40.0%	99	96%	Norway	50.1%	13.5%	36.4%	110	98%	
41.1%	15.6%	43.4%	958	95%	Netherlands	38.6%	22.1%	39.2%	861	93%	
17.9%	63.7%	18.5%	1,093	13%	Poland	59.7%	18.4%	21.9%	8,002	95%	
14.6%	54.2%	31.1%	3,010	100%	Portugal	14.3%	52.8%	32.9%	4,126	100%	
57.4%	6.1%	36.5%	692	98%	Czech Republic	52.7%	9.1%	38.1%	754	97%	
69.8%	2.5%	27.7%	906	99%	Romania	67.0%	2.8%	30.2%	987	98%	
44.9%	11.6%	43.5%	5,629	86%	United Kingdom	41.4%	12.0%	46.7%	5,643	71%	
51.6%	21.7%	26.7%	303	100%	Slovakia	53.1%	22.9%	24.0%	315	100%	
39.1%	16.3%	44.5%	158	80%	Sweden	36.7%	22.4%	40.9%	201	82%	
50.9%	13.7%	35.5%	112,083	88%	Total	50.7%	14.1%	35.1%	122,752	94%	

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

2016			100%	2017			100%
HEADCOUNT			RECRUITMENTS	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
3,866	3,915	7,781	PTC	4,281	4,220	8,501	
696	850	1,546	Conversions from FTC to PTC	752	856	1,608	
4,562	4,765	9,327	TOTAL	5,033	5,076	10,109	

2016			100%	2017			100%
DISTRIBUTION			RECRUITMENTS	DISTRIBUTION			
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL	
49.7%	50.3%	83.4%	PTC	50.4%	49.6%	84.1%	
45.0%	55.0%	16.6%	Conversions from FTC to PTC	46.8%	53.2%	15.9%	
48.9%	51.1%	100.0%	TOTAL	49.8%	50.2%	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.

VARIATION OF THE FTC HEADCOUNT IN FTE

2016	100%	2017	100%
64		718	

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

2016			100%	2017			100%
PTC		RECRUITMENTS	COUNTRIES	PTC		RECRUITMENTS	
MALE	FEMALE			MALE	FEMALE		
54.3%	45.7%	678	Germany	54.6%	45.4%	705	
47.8%	52.2%	67	Austria	40.7%	59.3%	91	
54.7%	45.3%	753	Belgium	56.6%	43.4%	673	
25.4%	74.6%	213	Bulgaria	18.3%	81.7%	284	
33.3%	66.7%	3	Croatia	-	-	-	
57.1%	42.9%	42	Denmark	49.0%	51.0%	51	
59.3%	40.7%	209	Spain	60.4%	39.6%	394	
100.0%	0.0%	3	Finland	44.4%	55.6%	9	
48.3%	51.7%	3,932	France	49.1%	50.9%	3,172	
0.0%	100.0%	1	Greece	66.7%	33.3%	6	
35.4%	64.6%	99	Hungary	35.9%	64.1%	103	
53.8%	46.2%	106	Ireland	65.7%	34.3%	105	
51.5%	48.5%	404	Italy	54.7%	45.3%	528	
63.2%	36.8%	133	Luxembourg	62.2%	37.8%	156	
70.0%	30.0%	10	Norway	61.5%	38.5%	13	
68.8%	31.3%	32	Netherlands	71.6%	28.4%	81	
34.6%	65.4%	280	Poland	42.2%	57.8%	476	
48.3%	51.7%	950	Portugal	49.2%	50.8%	1,486	
55.2%	44.8%	125	Czech Republic	39.9%	60.1%	168	
26.5%	73.5%	328	Romania	26.6%	73.4%	398	
55.6%	44.4%	864	United Kingdom	57.5%	42.5%	1,119	
40.7%	59.3%	59	Slovakia	44.0%	56.0%	50	
47.2%	52.8%	36	Sweden	51.2%	48.8%	41	
48.9%	51.1%	9,327	TOTAL	49.8%	50.2%	10,109	

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

2016			100%	2017			100%
HEADCOUNT			DEPARTURES PER REASON	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
1,134	1,304	2,438	Retirements and Early Retirements	1,148	1,041	2,189	
1,845	1,958	3,803	Resignations	2,010	2,083	4,093	
456	453	909	Redundancies	559	679	1,238	
358	683	1,041	Amicable termination	342	577	919	
791	1,022	1,813	Others*	905	1,000	1,905	
4,584	5,420	10,004	TOTAL	4,964	5,380	10,344	

2016			DEPARTURES PER REASON	2017		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL	MALE	FEMALE	GLOBAL	
46.5%	53.5%	24.4%	Retirements and Early Retirements	52.4%	47.6%	21.2%
48.5%	51.5%	38.0%	Resignations	49.1%	50.9%	39.6%
50.2%	49.8%	9.1%	Redundancies	45.2%	54.8%	12.0%
34.4%	65.6%	10.4%	Amicable termination	37.2%	62.8%	8.9%
43.6%	56.4%	18.1%	Others*	47.5%	52.5%	18.4%
45.8%	54.2%	100.0%	TOTAL	48.0%	52.0%	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.

EFFETS PÉRIMÈTRES - EFFECTIF ÉQUIVALENT TEMPS PLEIN

2015 / 2016		100%	2016 / 2017		100%
FTEs	RATE	Perimeter changes	FTEs	RATE	
-2	0%			1,923	1.5%

TURN-OVER RATE PER REASON AND COUNTRY

COUNTRIES	2017						DEPARTURES
	DEPARTURES PER REASON						
	RETIREMENTS AND EARLY RETIREMENTS	RESIGNATIONS	REDUNDANCIES	AMICABLE TERMINATION	OTHERS*	TOTAL	
Germany	0.3%	6.4%	1.0%	0.5%	0.7%	8.9%	469
Austria	0.0%	10.8%	0.3%	1.7%	2.7%	15.5%	46
Belgium	3.4%	2.8%	0.9%	0.6%	0.4%	8.0%	1,342
Bulgaria	0.0%	7.6%	2.0%	17.0%	2.1%	28.6%	320
Croatia	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	21
Denmark	0.4%	1.3%	0.0%	0.0%	8.6%	10.3%	24
Spain	0.0%	2.8%	1.0%	0.0%	0.2%	4.0%	117
Finland	0.0%	14.3%	0.0%	2.9%	54.3%	71.4%	25
France	2.3%	2.1%	0.7%	0.3%	0.9%	6.3%	3,761
Greece	0.0%	0.0%	0.0%	0.0%	2.3%	2.3%	1
Hungary	0.0%	9.9%	0.0%	4.1%	6.5%	20.5%	129
Ireland	0.2%	14.8%	1.5%	0.0%	1.9%	18.4%	99
Italy	1.0%	0.5%	0.2%	0.2%	0.4%	2.4%	435
Luxembourg	0.6%	2.3%	0.6%	0.3%	0.2%	4.0%	154
Norway	1.0%	4.8%	1.0%	0.0%	2.9%	9.5%	10
Netherlands	0.0%	1.5%	0.3%	0.6%	3.0%	5.4%	59
Poland	0.0%	3.2%	4.5%	2.9%	3.0%	13.6%	1,194
Portugal	0.1%	0.9%	0.4%	0.0%	12.6%	14.0%	426
Czech Republic	0.1%	9.1%	0.4%	1.8%	6.7%	18.1%	132
Romania	0.0%	25.2%	0.4%	0.8%	5.1%	31.5%	299
United Kingdom	0.2%	11.4%	1.0%	0.7%	4.0%	17.3%	1,165
Slovakia	0.0%	19.6%	0.3%	0.6%	1.6%	22.1%	69
Sweden	0.5%	16.1%	0.0%	1.0%	5.4%	22.9%	47
TOTAL	1.7%	3.1%	0.9%	0.7%	1.4%	7.8%	10,344

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	2017			
	RATE OF ABSENTEEISM AND LEAVES			
	ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY AND PATERNITY	OTHER AUTHORISED
Germany	3.8%	0.0%	2.5%	0.2%
Austria	2.1%	0.0%	0.0%	0.7%
Belgium	4.3%	0.0%	0.9%	0.0%
Bulgaria	5.5%	0.0%	22.5%	0.9%
Denmark	3.2%	0.0%	3.7%	0.3%
Spain	2.4%	0.0%	1.2%	0.4%
Finland	Not communicated			
France	4.8%	0.2%	1.7%	3.2%
Greece	0.3%	0.0%	0.0%	0.0%
Hungary	3.2%	0.0%	12.2%	0.0%
Ireland	2.1%	0.0%	4.1%	0.4%
Italy	3.0%	0.1%	1.5%	0.2%
Luxembourg	2.5%	0.0%	1.2%	0.2%
Norway	0.1%	0.0%	0.0%	0.0%
Netherlands	2.0%	0.0%	0.6%	0.0%
Poland	2.1%	0.0%	2.4%	0.3%
Portugal	1.5%	0.0%	1.4%	0.3%
Czech Republic	0.2%	0.0%	1.3%	0.0%
Romania	0.2%	0.0%	0.1%	0.2%
United Kingdom	1.4%	0.0%	1.5%	0.2%
Slovakia	6.5%	0.0%	1.6%	0.0%
Sweden	12.5%	0.4%	2.5%	0.0%
TOTAL	3.6%	0.1%	1.8%	1.5%

93%

%: significance rate of 30% to 50%.

%: non-significant data.

*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

2016							94%	2017							95%
MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	COUNTRIES	MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	
HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%		
23	2.9%	156	25.2%	179	12.6%	24%	Germany	159	5.0%	606	22.9%	765	13.2%	66%	
3	5.9%	15	27.3%	18	17.0%	36%	Austria	3	2.1%	48	29.8%	51	16.7%	99%	
749	9.4%	3,208	37.4%	3,957	23.9%	99%	Belgium	715	9.2%	3,113	37.2%	3,828	23.7%	99%	
46	22.2%	480	52.7%	526	47.0%	100%	Bulgaria	56	27.2%	508	56.4%	564	51.0%	100%	
-	0.0%	-	0.0%	0	0.0%	100%	Croatia	-	-	-	-	-	-	-	
9	8.3%	38	30.6%	47	20.2%	100%	Denmark	9	7.4%	35	26.9%	44	17.5%	100%	
43	3.3%	419	27.1%	462	16.3%	96%	Spain	66	4.3%	471	26.9%	537	16.3%	96%	
-	0.0%	-	0.0%	0	0.0%	100%	Finland	-	0.0%	-	0.0%	0	0.0%	100%	
439	1.8%	5,554	17.0%	5,993	10.4%	96%	France	406	1.5%	5,455	16.2%	5,861	9.8%	96%	
-	0.0%	-	0.0%	0	0.0%	100%	Greece	-	0.0%	-	0.0%	0	0.0%	80%	
27	11.9%	64	16.8%	91	15.0%	97%	Hungary	20	9.0%	67	17.8%	87	14.5%	97%	
-	0.0%	12	4.7%	12	2.4%	93%	Ireland	-	0.0%	12	4.6%	12	2.1%	93%	
190	1.9%	1,802	20.9%	1,992	10.8%	100%	Italy	211	2.1%	1,860	20.5%	2,071	10.8%	98%	
97	5.0%	783	43.1%	880	23.3%	99%	Luxembourg	114	5.9%	775	43.1%	889	23.8%	99%	
1	1.9%	4	8.3%	5	5.0%	96%	Norway	-	0.0%	1	1.8%	1	0.9%	99%	
79	12.5%	196	50.4%	275	26.9%	94%	Netherlands	64	10.3%	161	44.5%	225	22.9%	93%	
66	2.4%	136	2.4%	202	2.4%	96%	Poland	118	4.1%	219	3.8%	337	3.9%	99%	
1	0.1%	4	0.2%	5	0.2%	100%	Portugal	5	0.3%	8	0.4%	13	0.3%	100%	
16	4.7%	49	13.3%	65	9.1%	98%	Czech Republic	12	3.2%	66	15.6%	78	9.7%	97%	
24	9.6%	88	12.9%	112	12.0%	98%	Romania	10	3.6%	79	10.4%	89	8.6%	98%	
45	1.1%	506	18.7%	551	8.2%	99%	United Kingdom	54	1.1%	461	13.5%	515	6.3%	75%	
10	8.4%	6	3.1%	16	5.1%	100%	Slovakia	3	2.6%	10	4.8%	13	4.0%	100%	
3	3.4%	20	16.9%	23	11.2%	100%	Sweden	2	1.9%	12	8.5%	14	5.6%	84%	
1,871	3.3%	13,540	20.1%	15,411	12.3%	94%	TOTAL	2,027	3.2%	13,967	19.3%	15,994	11.8%	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

2016				94%	2017				95%
WORKING PART-TIME				COUNTRIES	WORKING PART-TIME				
< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE		< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE	
74.9%	25.1%	179	24%	Germany	73.3%	26.7%	765	66%	
77.8%	22.2%	18	36%	Austria	80.4%	19.6%	51	99%	
17.6%	82.4%	3,957	99%	Belgium	17.7%	82.3%	3,828	99%	
62.7%	37.3%	526	100%	Bulgaria	62.4%	37.6%	564	100%	
0.0%	0.0%	-	100%	Croatia	-	-	-	-	
66.0%	34.0%	47	100%	Denmark	65.9%	34.1%	44	100%	
55.4%	44.6%	462	96%	Spain	58.3%	41.7%	537	96%	
0.0%	0.0%	-	100%	Finland	-	-	-	100%	
18.0%	82.0%	5,993	96%	France	18.0%	82.0%	5,861	96%	
0.0%	0.0%	-	100%	Greece	-	-	-	80%	
78.0%	22.0%	91	97%	Hungary	73.6%	26.4%	87	97%	
75.0%	25.0%	12	93%	Ireland	66.7%	33.3%	12	93%	
46.4%	53.6%	1,992	100%	Italy	46.3%	53.7%	2,071	98%	
40.6%	59.4%	880	99%	Luxembourg	38.8%	61.2%	889	99%	
60.0%	40.0%	5	96%	Norway	0.0%	100.0%	1	99%	
38.9%	61.1%	275	94%	Netherlands	37.3%	62.7%	225	93%	
62.9%	37.1%	202	96%	Poland	66.8%	33.2%	337	99%	
20.0%	80.0%	5	100%	Portugal	30.8%	69.2%	13	100%	
81.5%	18.5%	65	98%	Czech Republic	80.8%	19.2%	78	97%	
31.3%	68.8%	112	98%	Romania	30.3%	69.7%	89	98%	
54.4%	45.6%	551	99%	United Kingdom	57.9%	42.1%	515	75%	
93.8%	6.3%	16	100%	Slovakia	84.6%	15.4%	13	100%	
52.2%	47.8%	23	100%	Sweden	42.9%	57.1%	14	84%	
29.5%	70.5%	15,411	94%	TOTAL	32.0%	68.0%	15,994	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	2017									
	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	TOTAL HEADCOUNT
Germany	7.8%	5.9%	7.6%	18.7%	20.4%	17.4%	11.2%	7.2%	3.8%	765
Austria	3.9%	7.8%	17.6%	21.6%	19.6%	5.9%	11.8%	11.8%	-	51
Belgium	0.1%	1.4%	7.2%	13.6%	19.9%	12.6%	15.0%	23.2%	6.9%	3,828
Bulgaria	12.4%	28.4%	38.5%	11.9%	5.7%	2.0%	0.5%	0.4%	0.4%	564
Denmark	27.3%	20.5%	9.1%	2.3%	11.4%	6.8%	2.3%	11.4%	9.1%	44
Spain	3.9%	10.4%	16.8%	32.0%	26.6%	6.9%	2.8%	0.6%	-	537
Finland	-	-	-	-	-	-	-	-	-	-
France	0.5%	2.3%	10.1%	22.6%	19.3%	13.1%	13.4%	14.0%	4.7%	5,861
Greece	-	-	-	-	-	-	-	-	-	-
Hungary	4.6%	2.3%	12.6%	31.0%	35.6%	9.2%	2.3%	-	2.3%	87
Ireland	-	-	8.3%	25.0%	41.7%	-	16.7%	8.3%	-	12
Italy	0.5%	3.2%	3.0%	15.1%	27.9%	20.4%	13.5%	13.2%	3.3%	2,071
Luxembourg	-	0.6%	6.3%	17.1%	25.4%	25.5%	20.8%	4.2%	0.1%	889
Norway	-	-	-	-	-	100.0%	-	-	-	1
Netherlands	1.8%	4.4%	15.6%	22.7%	18.7%	16.0%	11.6%	6.7%	2.7%	225
Poland	14.8%	8.9%	20.5%	33.2%	16.6%	4.5%	0.6%	-	0.9%	337
Portugal	15.4%	23.1%	23.1%	30.8%	-	-	-	7.7%	-	13
Czech Republic	6.4%	7.7%	20.5%	35.9%	23.1%	2.6%	-	2.6%	1.3%	78
Romania	6.7%	16.9%	34.8%	23.6%	11.2%	6.7%	-	-	-	89
United Kingdom	2.5%	4.9%	12.2%	21.7%	23.5%	12.4%	8.9%	7.6%	6.2%	515
Slovakia	-	-	23.1%	30.8%	15.4%	15.4%	15.4%	-	-	13
Sweden	7.1%	-	7.1%	14.3%	7.1%	14.3%	14.3%	7.1%	28.6%	14
TOTAL OF PART-TIME WORKERS	1.8%	3.9%	10.0%	19.2%	20.8%	13.9%	12.6%	13.4%	4.3%	15,994

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

2016	100%		2017	100%
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS		COUNTRIES	% OF WOMEN IN SENIOR MANAGEMENT POSITIONS	
12.7%		Germany	13.8%	
25.0%		Austria	25.0%	
23.0%		Belgium	22.3%	
0.0%		Bulgaria	0.0%	
Pas de SMP		Croatia	-	
0.0%		Denmark	0.0%	
19.2%		Spain	26.9%	
Pas de SMP		Finland	0.0%	
32.6%		France	33.3%	
Pas de SMP		Greece	0.0%	
0.0%		Hungary	0.0%	
0.0%		Ireland	0.0%	
20.4%		Italy	22.5%	
28.6%		Luxembourg	22.0%	
50.0%		Norway	0.0%	
10.0%		Netherlands	0.0%	
14.3%		Poland	13.6%	
16.7%		Portugal	31.3%	
0.0%		Czech Republic	0.0%	
25.0%		Romania	0.0%	
11.9%		United Kingdom	14.9%	
100.0%		Slovakia	50.0%	
0.0%		Sweden	0.0%	
27.6%		TOTAL	28.2%	

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

2016			89%	2017			98%
AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	COUNTRIES	AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	
61.6	15	24%	Germany	62.2	19	76%	
-	0	21%	Austria	58.2	1	47%	
61.4	509	99%	Belgium	61.6	602	100%	
62.8	1	100%	Bulgaria	60.2	2	100%	
-	0	100%	Croatia	-	0	100%	
55.2	1	26%	Denmark	59.7	5	100%	
59.5	8	92%	Spain	61.0	7	96%	
-	0	100%	Finland	-	0	100%	
61.1	1,782	94%	France	61.3	1,601	97%	
-	0	100%	Greece	-	0	100%	
61.7	2	92%	Hungary	57.9	5	98%	
59.8	3	96%	Ireland	63.9	1	99%	
60.6	245	94%	Italy	61.9	252	100%	
59.5	26	98%	Luxembourg	60.2	25	99%	
58.4	1	100%	Norway	67.1	1	100%	
60.1	11	77%	Netherlands	60.3	11	97%	
58.8	313	93%	Poland	58.7	151	100%	
-	0	100%	Portugal	66.1	3	100%	
61.9	4	92%	Czech Republic	63.8	4	98%	
-	0	46%	Romania	-	0	99%	
60.2	70	85%	United Kingdom	60.2	116	99%	
58.4	4	100%	Slovakia	57.1	1	100%	
63.3	1	87%	Sweden	58.9	5	93%	
60.9	2,996	89%	TOTAL	61.2	2,812	98%	

%: significance rate of 30% to 50%.

%: non-significant data.

NUMBER OF NATIONALITIES PER COUNTRY

2016			COUNTRIES	2017		
NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE		NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE
39	16.3%	27%	Germany	50	11.3%	66%
14	23.7%	36%	Austria	21	23.3%	99%
62	4.9%	99%	Belgium	64	4.9%	99%
4	0.6%	100%	Bulgaria	4	0.6%	100%
1	0.0%	100%	Croatia	-	-	-
4	1.6%	88%	Denmark	3	1.5%	88%
29	5.2%	96%	Spain	35	6.4%	96%
1	0.0%	89%	Finland	1	0.0%	81%
106	4.1%	96%	France	115	4.6%	96%
3	4.7%	100%	Greece	3	6.4%	80%
2	1.1%	97%	Hungary	3	1.1%	96%
20	10.0%	93%	Ireland	19	9.7%	93%
29	0.7%	100%	Italy	35	0.8%	98%
37	75.2%	99%	Luxembourg	40	76.0%	99%
7	15.0%	45%	Norway	7	18.9%	47%
21	5.9%	95%	Netherlands	22	6.2%	94%
29	1.4%	97%	Poland	27	1.6%	99%
43	8.6%	100%	Portugal	54	9.7%	100%
9	5.7%	98%	Czech Republic	12	6.4%	97%
4	1.3%	99%	Romania	5	1.6%	98%
82	27.8%	99%	United Kingdom	83	29.6%	75%
8	3.8%	100%	Slovakia	7	2.7%	100%
10	11.0%	83%	Sweden	11	11.5%	71%
139	7.2%	95%	TOTAL	140	7.5%	95%

Percentages are based on the total headcount of each country.

%: significance rate of 30% to 50%.

%: non-significant data.

NUMBER OF DISABLED EMPLOYEES

2016		96%	2017		93%
NUMBER OF PERSONS	SIGNIFICANCE RATE		COUNTRIES	NUMBER OF PERSONS	SIGNIFICANCE RATE
82	77%		Germany	124	93%
0	7%		Austria	0	8%
69	95%		Belgium	71	95%
20	86%		Bulgaria	29	95%
Not communicated	Not communicated		Croatia	-	-
3	92%		Denmark	1	71%
26	96%		Spain	27	92%
4	11%		Finland	Not communicated	Not communicated
1722	99%		France	1 881	96%
0	67%		Greece	0	49%
Not communicated	Not communicated		Hungary	0	81%
4	29%		Ireland	1	93%
836	99%		Italy	857	95%
58	88%		Luxembourg	53	99%
0	51%		Norway	Not communicated	Not communicated
1	88%		Netherlands	1	72%
49	99%		Poland	54	92%
12	91%		Portugal	13	90%
7	86%		Czech Republic	Not communicated	Not communicated
2	82%		Romania	1	86%
24	100%		United Kingdom	6	86%
1	56%		Slovakia	Not communicated	Not communicated
0	17%		Sweden	Not communicated	Not communicated

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

2016			COUNTRIES	2017		
% 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%	59	20%	Germany	100.0%	9	74%
100.0%	5	36%	Austria	54.2%	4	99%
100.0%	18	100%	Belgium	100.0%	22	99%
100.0%	3	100%	Bulgaria	80.7%	3	100%
100.0%	5	100%	Croatia	-	-	-
100.0%	5	100%	Denmark	94.8%	6	100%
100.0%	22	100%	Spain	100.0%	24	96%
100.0%	6	100%	Finland	100.0%	34	81%
100.0%	29	99%	France	100.0%	30	96%
100.0%	6	100%	Greece	100.0%	12	80%
100.0%	14	100%	Hungary	96.9%	4	97%
100.0%	7	100%	Ireland	100.0%	8	93%
100.0%	38	100%	Italy	98.5%	30	98%
100.0%	35	100%	Luxembourg	100.0%	27	99%
100.0%	13	100%	Norway	100.0%	9	99%
100.0%	10	99%	Netherlands	100.0%	18	93%
100.0%	45	100%	Poland	97.3%	44	99%
100.0%	40	100%	Portugal	100.0%	44	100%
100.0%	16	100%	Czech Republic	100.0%	14	87%
69.3%	24	100%	Romania	92.3%	17	96%
100.0%	21	100%	United Kingdom	88.0%	22	94%
100.0%	44	44%	Slovakia	94.1%	31	100%
100.0%	7	100%	Sweden	82.4%	11	98%
98.7%	21	95%	AVERAGE	99.8%	28	96%

%: significance rate of 30% to 50%.

%: non-significant data.

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

COUNTRIES	2017							
	TRAINING SESSIONS							
	CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES	BUSINESS LINES TECHNICAL TRAINING	BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING	RISK	INDIVIDUAL COMPETENCIES	MANAGEMENT	DIGITAL	INDETERMINATE
Germany	19.4%	2.2%	1.3%	67.1%	9.4%	0.4%	0.2%	0.1%
Austria	28.9%	5.8%	2.7%	58.4%	4.1%	0.0%	0.0%	0.0%
Belgium	15.1%	15.2%	1.7%	60.6%	1.9%	0.3%	0.6%	4.5%
Bulgaria	13.9%	1.5%	5.1%	13.2%	34.4%	0.0%	0.0%	32.0%
Croatia	42.9%	0.0%	0.0%	57.1%	0.0%	0.0%	0.0%	0.0%
Denmark	32.1%	1.3%	1.7%	63.3%	0.3%	1.1%	0.1%	0.1%
Spain	31.8%	2.6%	1.3%	60.3%	0.5%	0.3%	0.7%	2.5%
Finland	25.7%	1.3%	5.1%	67.1%	0.0%	0.0%	0.4%	0.4%
France	11.7%	49.9%	8.3%	23.0%	3.3%	0.7%	2.1%	1.1%
Greece	34.8%	2.3%	3.9%	58.0%	0.8%	0.3%	0.0%	0.0%
Hungary	21.8%	0.9%	1.4%	66.6%	0.7%	0.1%	0.1%	8.4%
Ireland	29.1%	4.8%	1.1%	44.4%	0.8%	0.2%	0.2%	19.4%
Italy	44.8%	28.3%	1.7%	19.3%	3.9%	0.7%	0.2%	1.1%
Luxembourg	25.3%	3.3%	2.4%	64.9%	2.4%	0.2%	0.2%	1.4%
Norway	22.2%	21.8%	0.6%	54.4%	0.0%	0.3%	0.0%	0.7%
Netherlands	27.7%	9.9%	1.1%	60.0%	0.5%	0.4%	0.1%	0.3%
Poland	15.3%	13.9%	1.3%	32.2%	28.5%	0.0%	0.0%	8.8%
Portugal	27.1%	14.4%	5.7%	45.2%	2.4%	0.6%	0.3%	4.3%
Czech Republic	15.0%	4.6%	0.6%	53.4%	0.1%	0.2%	0.0%	26.0%
Romania	65.3%	7.7%	0.7%	16.8%	0.3%	0.0%	0.1%	9.0%
United Kingdom	15.2%	1.1%	0.9%	69.8%	6.3%	0.8%	0.0%	6.0%
Slovakia	33.1%	1.4%	1.6%	63.5%	0.0%	0.0%	0.0%	0.4%
Sweden	22.9%	6.2%	1.1%	69.1%	0.1%	0.2%	0.1%	0.4%
AVERAGE	25.1%	31.7%	4.3%	29.2%	5.5%	0.6%	1.0%	2.7%

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.

7 | CAREER MANAGEMENT

NUMBER OF FILLED POSITIONS VIA E-JOBS / TALEO

COUNTRIES	2017					
	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	258	18	112	3	370	21
Austria	4	0	0	0	4	0
Belgium	38	18	1,042	936	1,080	954
Bulgaria	33	4	0	0	33	4
Denmark	3	1	0	0	3	1
Spain	78	12	7	0	85	12
Finland	0	0	0	0	0	0
France	5,796	2,422	0	0	5,796	2,422
Greece	Not communicated		Not communicated		Not communicated	
Hungary	7	0	0	0	7	0
Ireland	2	1	0	0	2	1
Italy	152	31	28	0	180	31
Luxembourg	3	4	221	109	224	113
Norway	8	2	0	0	8	2
Netherlands	47	4	0	0	47	4
Poland	0	0	1,465	203	1,465	203
Portugal	715	234	265	7	980	241
Czech Republic	13	0	0	0	13	0
Romania	3	1	0	0	3	1
United Kingdom	55	7	1,161	400	1,216	407
Slovakia	1	0	0	0	1	0
Sweden	7	2	0	0	7	2
TOTAL	7,223	2,761	4,301	1,658	11,524	4,419

100%

MOBILITY DECLARED BY THE EMPLOYEE

COUNTRIES	2017			
	GROUP ENTRIES MORE THAN ONE YEAR AGO	CURRENT POSITION HELD FOR THE LESS THAN ONE YEAR AND SENIORITY IN THE GROUP HIGHER THAN ONE YEAR	MOBILITY RATE	REMINDER 2016 MOBILITY RATE
Germany	3,173	311	10%	9%
Austria	171	17	10%	12%
Belgium	13,044	2,196	17%	11%
Bulgaria	651	83	13%	12%
Denmark	146	13	9%	5%
Spain	1,923	153	8%	7%
Finland	18	2	11%	7%
France	37,010	6,552	18%	21%
Greece	41	1	2%	0%
Hungary	445	36	8%	10%
Ireland	305	34	11%	15%
Italy	13,190	1,615	12%	13%
Luxembourg	2,260	304	13%	13%
Norway	51	3	6%	7%
Netherlands	634	60	9%	10%
Poland	5,686	685	12%	13%
Portugal	1,986	368	19%	13%
Czech Republic	482	64	13%	13%
Romania	524	58	11%	11%
United Kingdom	4,209	535	13%	13%
Slovakia	170	20	12%	19%
Sweden	130	18	14%	8%
AVERAGE	3,920	597	15%	15%

Source: GPS 2017

A series of horizontal dotted lines for writing notes.



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