

# EUROPEAN SOCIAL REPORT 2018



GROUP HUMAN RESOURCES



**BNP PARIBAS**

The bank for a changing world



### **2018 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, 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..

**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.

**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

2017					100%	2018					100%
MALE		FEMALE		TOTAL	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
11,510	40.3%	17,021	59.7%	28,532	FRB	10,852	40.3%	16,093	59.7%	26,945	
7,108	55.5%	5,690	44.5%	12,799	BNL	7,034	55.3%	5,690	44.7%	12,723	
6,143	48.4%	6,548	51.6%	12,691	RB Belgium	5,795	48.3%	6,195	51.7%	11,990	
913	53.2%	803	46.8%	1,716	RB Luxembourg	941	53.2%	828	46.8%	1,769	
2,632	49.4%	2,695	50.6%	5,327	Arval	2,854	49.5%	2,914	50.5%	5,768	
106	52.5%	96	47.5%	202	Nickel	127	51.4%	120	48.6%	247	
1,360	49.0%	1,417	51.0%	2,777	Leasing Solutions	1,499	49.6%	1,526	50.4%	3,024	
878	62.0%	539	38.0%	1,417	Personal Investors	871	61.0%	557	39.0%	1,428	
76	49.6%	77	50.4%	153	PACE	60	43.9%	77	56.1%	137	
1,844	30.4%	4,228	69.6%	6,072	IRB	2,842	32.5%	5,910	67.5%	8,752	
7,075	42.3%	9,641	57.7%	16,715	Personal Finance	7,440	42.3%	10,134	57.7%	17,573	
2,259	46.9%	2,557	53.1%	4,816	Insurance	2,489	47.2%	2,779	52.8%	5,268	
3,959	53.3%	3,463	46.7%	7,422	Other IFS Core Businesses	4,161	53.1%	3,683	46.9%	7,844	
9,619	56.3%	7,464	43.7%	17,083	CIB	10,370	56.5%	7,983	43.5%	18,353	
6,206	50.6%	6,049	49.4%	12,255	Group Functions	6,794	49.5%	6,936	50.5%	13,729	
498	60.1%	330	39.9%	828	Other Activities	568	56.9%	429	43.1%	997	
<b>62,187</b>	<b>47.5%</b>	<b>68,620</b>	<b>52.5%</b>	<b>130,807</b>	<b>TOTAL</b>	<b>64,696</b>	<b>47.4%</b>	<b>71,852</b>	<b>52.6%</b>	<b>136,548</b>	

## HEADCOUNT PER CORE BUSINESSES / RBOE / GROUP FUNCTIONS

2017					100%	2018					100%
MALE		FEMALE		TOTAL	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
11,576	39.5%	17,748	60.5%	29,324	FRB	10,915	39.4%	16,797	60.6%	27,712	
7,149	54.6%	5,943	45.4%	13,092	BNL	7,090	54.5%	5,931	45.5%	13,021	
6,283	46.5%	7,228	53.5%	13,511	RB Belgium	5,934	46.5%	6,833	53.5%	12,767	
929	49.9%	934	50.1%	1,863	RB Luxembourg	963	50.1%	959	49.9%	1,922	
2,668	48.4%	2,840	51.6%	5,508	Arval	2,885	48.4%	3,076	51.6%	5,961	
106	52.5%	96	47.5%	202	Compte-Nickel	127	51.4%	120	48.6%	247	
1,366	47.8%	1,489	52.2%	2,855	Leasing Solutions	1,508	48.4%	1,605	51.6%	3,113	
915	58.5%	650	41.5%	1,565	Personal Investors	884	57.8%	645	42.2%	1,529	
76	49.4%	78	50.6%	154	PACE	60	43.8%	77	56.2%	137	
1,880	30.5%	4,286	69.5%	6,166	IRB	3,078	33.3%	6,157	66.7%	9,235	
7,232	40.6%	10,582	59.4%	17,814	Personal Finance	7,566	41.3%	10,761	58.7%	18,327	
2,292	46.1%	2,680	53.9%	4,972	Insurance	2,524	46.5%	2,909	53.5%	5,433	
4,029	52.3%	3,678	47.7%	7,707	Other IFS Core Businesses	4,241	52.1%	3,906	47.9%	8,147	
9,666	55.7%	7,698	44.3%	17,364	CIB	10,415	55.9%	8,203	44.1%	18,618	
6,247	49.9%	6,281	50.1%	12,528	Group Functions	6,860	48.8%	7,201	51.2%	14,061	
501	59.5%	341	40.5%	842	Other Activities	571	56.5%	439	43.5%	1,010	
<b>62,915</b>	<b>46.4%</b>	<b>72,552</b>	<b>53.6%</b>	<b>135,467</b>	<b>TOTAL</b>	<b>65,621</b>	<b>46.5%</b>	<b>75,619</b>	<b>53.5%</b>	<b>141,240</b>	

## FULL-TIME EQUIVALENT PER COUNTRY

2017					100%	2018					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
3,055	57.2%	2,290	42.8%	5,344	Germany	3,293	56.2%	2,569	43.8%	5,861	
143	50.3%	141	49.7%	284	Austria	146	50.0%	146	50.0%	292	
7,615	50.0%	7,620	50.0%	15,236	Belgium	7,219	49.7%	7,294	50.3%	14,514	
189	22.9%	638	77.1%	827	Bulgaria	208	22.0%	737	78.0%	945	
115	50.3%	113	49.7%	228	Denmark	129	51.6%	121	48.4%	251	
1,515	48.0%	1,642	52.0%	3,157	Spain	1,735	48.2%	1,865	51.8%	3,601	
11	52.4%	10	47.6%	21	Finland	16	59.3%	11	40.7%	27	
26,145	44.7%	32,365	55.3%	58,510	France	26,300	44.9%	32,279	55.1%	58,579	
31	52.5%	28	47.5%	59	Greece	32	52.5%	29	47.5%	61	
213	37.8%	350	62.2%	562	Hungary	221	39.4%	341	60.6%	562	
297	53.5%	258	46.5%	555	Ireland	342	56.0%	269	44.0%	611	
10,051	53.8%	8,621	46.2%	18,673	Italy	10,194	53.5%	8,845	46.5%	19,040	
1,914	54.8%	1,579	45.2%	3,493	Luxembourg	2,009	54.5%	1,676	45.5%	3,685	
56	50.1%	56	49.9%	112	Norway	81	54.3%	68	45.7%	148	
608	65.7%	317	34.3%	926	Netherlands	649	67.5%	313	32.5%	962	
2,789	33.0%	5,665	67.0%	8,454	Poland	4,076	34.6%	7,708	65.4%	11,784	
1,919	46.4%	2,215	53.6%	4,133	Portugal	2,402	46.4%	2,776	53.6%	5,178	
374	48.3%	400	51.7%	774	Czech Republic	403	47.4%	447	52.6%	850	
271	27.0%	732	73.0%	1,003	Romania	294	28.7%	729	71.3%	1,023	
4,658	59.0%	3,239	41.0%	7,897	United Kingdom	4,696	59.0%	3,264	41.0%	7,959	
112	35.5%	203	64.5%	315	Slovakia	125	35.5%	228	64.5%	353	
107	43.6%	138	56.4%	245	Sweden	124	47.4%	137	52.6%	261	
<b>62,187</b>	<b>47.5%</b>	<b>68,620</b>	<b>52.5%</b>	<b>130,807</b>	<b>TOTAL</b>	<b>64,696</b>	<b>47.4%</b>	<b>71,852</b>	<b>52.6%</b>	<b>136,548</b>	



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

COUNTRIES	2018																100%
	CORE BUSINESSES / RBOE / GROUP FUNCTIONS																
	FRB	BNL	RB BELGIUM	RB LUXEMBOURG	ARVAL	NICKEL	LEASING SOLUTIONS	PERSONAL INVESTORS	PACE	IRB	PERSONAL FINANCE	INSURANCE	OTHER IFS CORE BUSINESSES	CIB	GROUP FUNCTIONS	OTHER ACTIVITIES	TOTAL
Germany	3		80		353		287	1,242			1,679	167	847	885	310	10	5,861
Austria					29		17	137			31	25	6	24	23		292
Belgium			11,759		357		129				378	91	369	467	871	92	14,514
Bulgaria											820	43		53	28	2	945
Denmark			21		23						157	5		23	21	1	251
Spain	21				614		89	31			1,295	95	307	949	194	7	3,601
Finland					22									5			27
France	26,857				1,762	247	1,301	19	137	381	5,852	2,911	3,452	5,833	8,988	840	58,579
Greece					22						8		1	29	1		61
Hungary					41						325	40	23	83	46	4	562
Ireland					29							1	38	500	37	6	611
Italy	13	12,723			1,005		382				2,378	625	270	695	943	6	19,040
Luxembourg			1	1,769	37		10					284	398	933	253	2	3,685
Norway					10		16				9	7	44	51	11	1	148
Netherlands			14		258		77				55	106	146	247	56	4	962
Poland			73		157		195			8,371	1,277	108	121	1,115	366	2	11,784
Portugal	52				73		29				618	254	104	3,350	697	1	5,178
Czech Republic					112						504	141	27	22	43	1	850
Romania					55		50				811	28	15	21	42	1	1,023
United Kingdom			41		667		443				1,133	219	1,648	3,028	764	17	7,959
Slovakia					107						199	32			15		353
Sweden			1		36						44	89	28	40	22	1	261
<b>TOTAL</b>	<b>26,945</b>	<b>12,723</b>	<b>11,990</b>	<b>1,769</b>	<b>5,768</b>	<b>247</b>	<b>3,024</b>	<b>1,428</b>	<b>137</b>	<b>8,752</b>	<b>17,573</b>	<b>5,268</b>	<b>7,844</b>	<b>18,353</b>	<b>13,729</b>	<b>997</b>	<b>136,548</b>

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

RB Belgium (Belgium excluded): Fortis Commercial Finance

## HEADCOUNT PER COUNTRY AND GENDER

2017					100%	2018					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
3,175	54.6%	2,641	45.4%	5,816	Germany	3,378	53.9%	2,885	46.1%	6,263	
144	47.2%	161	52.8%	305	Austria	148	47.3%	165	52.7%	313	
7,783	48.2%	8,373	51.8%	16,156	Belgium	7,385	48.0%	8,003	52.0%	15,388	
206	18.6%	900	81.4%	1,106	Bulgaria	212	22.3%	739	77.7%	951	
121	48.2%	130	51.8%	251	Denmark	136	50.6%	133	49.4%	269	
1,532	46.6%	1,753	53.4%	3,285	Spain	1,751	47.1%	1,970	52.9%	3,721	
11	52.4%	10	47.6%	21	Finland	16	59.3%	11	40.7%	27	
26,294	43.8%	33,680	56.2%	59,974	France	26,430	44.1%	33,533	55.9%	59,963	
31	52.5%	28	47.5%	59	Greece	32	52.5%	29	47.5%	61	
223	37.2%	377	62.8%	600	Hungary	230	38.7%	365	61.3%	595	
297	53.0%	263	47.0%	560	Ireland	343	55.4%	276	44.6%	619	
10,120	52.7%	9,072	47.3%	19,192	Italy	10,282	52.5%	9,302	47.5%	19,584	
1,944	52.0%	1,798	48.0%	3,742	Luxembourg	2,057	52.0%	1,895	48.0%	3,952	
56	50.0%	56	50.0%	112	Norway	81	54.4%	68	45.6%	149	
620	63.1%	362	36.9%	982	Netherlands	661	64.7%	360	35.3%	1,021	
2,863	33.1%	5,790	66.9%	8,653	Poland	4,390	35.3%	8,037	64.7%	12,427	
1,920	46.4%	2,216	53.6%	4,136	Portugal	2,403	46.4%	2,777	53.6%	5,180	
378	47.2%	423	52.8%	801	Czech Republic	408	46.5%	469	53.5%	877	
274	26.6%	756	73.4%	1,030	Romania	298	28.1%	761	71.9%	1,059	
4,701	57.9%	3,414	42.1%	8,115	United Kingdom	4,723	57.7%	3,463	42.3%	8,186	
114	35.5%	207	64.5%	321	Slovakia	128	35.6%	232	64.4%	360	
108	43.2%	142	56.8%	250	Sweden	129	46.9%	146	53.1%	275	
<b>62,915</b>	<b>46.4%</b>	<b>72,552</b>	<b>53.6%</b>	<b>135,467</b>	<b>TOTAL</b>	<b>65,621</b>	<b>46.5%</b>	<b>75,619</b>	<b>53.5%</b>	<b>141,240</b>	

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

2017						CORE BUSINESSES / RBOE / GROUP FUNCTIONS	2018					
FTC			PTC				FTC			PTC		
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
236	379	615	11,274	16,642	27,917	FRB	410	587	997	10,442	15,506	25,948
134	200	333	6,974	5,491	12,465	BNL	39	51	90	6,995	5,639	12,633
35	60	95	6,108	6,488	12,597	RB Belgium	42	51	93	5,753	6,144	11,897
4	8	12	909	795	1,704	RB Luxembourg	2	10	12	939	818	1,757
127	141	268	2,505	2,554	5,059	Arval	143	127	270	2,711	2,787	5,499
5	1	6	101	95	196	Nickel	4	5	9	123	115	238
89	105	193	1,271	1,313	2,584	Leasing Solutions	63	78	140	1,436	1,448	2,884
30	35	65	848	504	1,352	Personal Investors	7	17	24	864	539	1,404
0	4	4	76	73	149	PACE	0	0	0	60	77	137
352	1,046	1,397	1,492	3,183	4,675	IRB	461	1,273	1,734	2,381	4,637	7,019
473	818	1,291	6,602	8,823	15,425	Personal Finance	495	865	1,360	6,944	9,269	16,213
65	119	185	2,194	2,438	4,632	Insurance	74	101	176	2,414	2,678	5,092
85	101	186	3,874	3,362	7,236	Other IFS Core Businesses	107	102	209	4,055	3,581	7,635
391	444	835	9,228	7,020	16,248	CIB	376	384	760	9,994	7,598	17,593
90	160	250	6,117	5,889	12,006	Group Functions	85	127	212	6,709	6,808	13,517
5	2	7	493	328	821	Other Activities	2	0	2	566	429	995
<b>2,121</b>	<b>3,622</b>	<b>5,742</b>	<b>60,067</b>	<b>64,998</b>	<b>125,064</b>	<b>TOTAL</b>	<b>2,309</b>	<b>3,779</b>	<b>6,087</b>	<b>62,387</b>	<b>68,074</b>	<b>130,461</b>

## FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

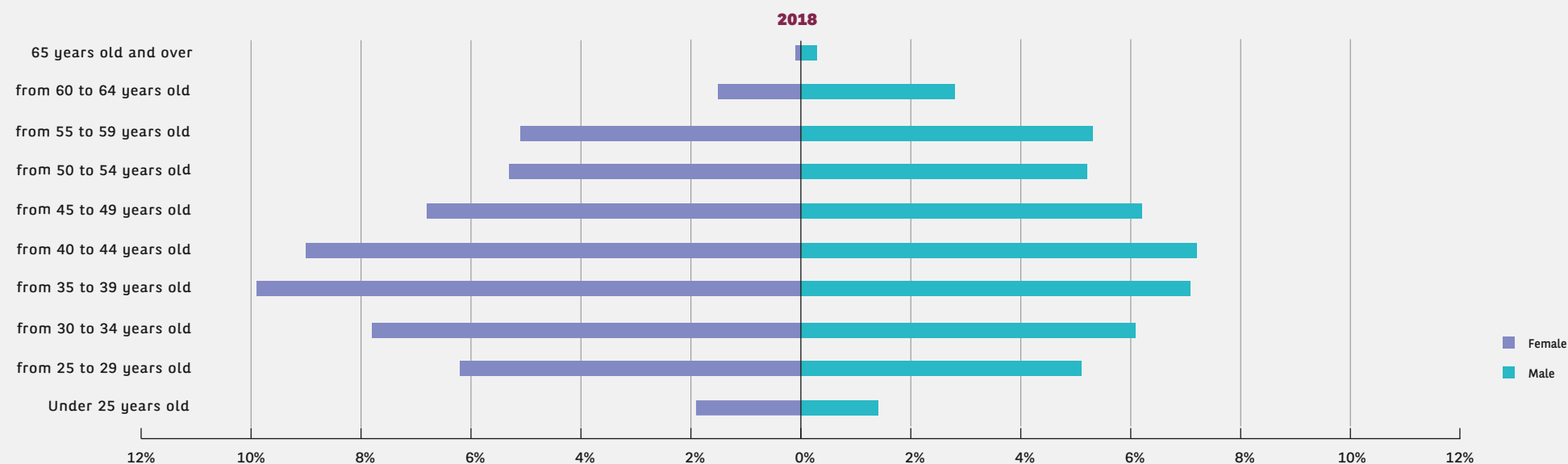
2017						100%	2018						100%
FTC			PTC			COUNTRIES	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
111	120	232	2,943	2,169	5,113	Germany	91	98	188	3,202	2,471	5,673	
1	3	4	142	138	280	Austria	1	2	3	145	144	289	
73	75	148	7,542	7,545	15,088	Belgium	78	59	137	7,141	7,236	14,377	
1	2	3	188	636	824	Bulgaria	17	82	99	191	655	846	
3	7	10	112	107	219	Denmark	0	2	2	129	119	249	
108	130	238	1,407	1,512	2,919	Spain	137	176	313	1,599	1,690	3,288	
1	6	7	10	4	14	Finland	3	1	4	13	10	23	
436	766	1,202	25,710	31,598	57,308	France	585	907	1,492	25,715	31,372	57,087	
0	0	0	31	28	59	Greece	1	0	1	31	29	60	
5	9	14	208	341	548	Hungary	7	10	17	214	331	545	
37	31	68	260	227	487	Ireland	33	29	61	309	240	550	
361	584	945	9,690	8,037	17,727	Italy	266	377	643	9,928	8,468	18,396	
44	41	85	1,870	1,538	3,408	Luxembourg	39	44	83	1,970	1,633	3,603	
3	9	12	53	47	100	Norway	4	6	10	77	62	138	
87	64	151	521	253	774	Netherlands	92	47	139	558	266	824	
701	1,502	2,203	2,088	4,163	6,251	Poland	786	1,690	2,475	3,290	6,019	9,309	
52	73	125	1,867	2,142	4,008	Portugal	60	92	152	2,342	2,684	5,026	
16	53	69	358	347	705	Czech Republic	17	41	58	387	406	792	
5	18	23	266	714	981	Romania	5	10	14	290	719	1,009	
55	68	124	4,602	3,171	7,773	United Kingdom	60	65	125	4,635	3,199	7,834	
16	51	67	96	152	248	Slovakia	17	35	52	108	193	301	
5	9	14	102	129	231	Sweden	12	9	21	112	129	241	
2,121	3,622	5,742	60,067	64,998	125,064	TOTAL	2,309	3,779	6,087	62,387	68,074	130,461	

## AGE PYRAMID - HEADCOUNT

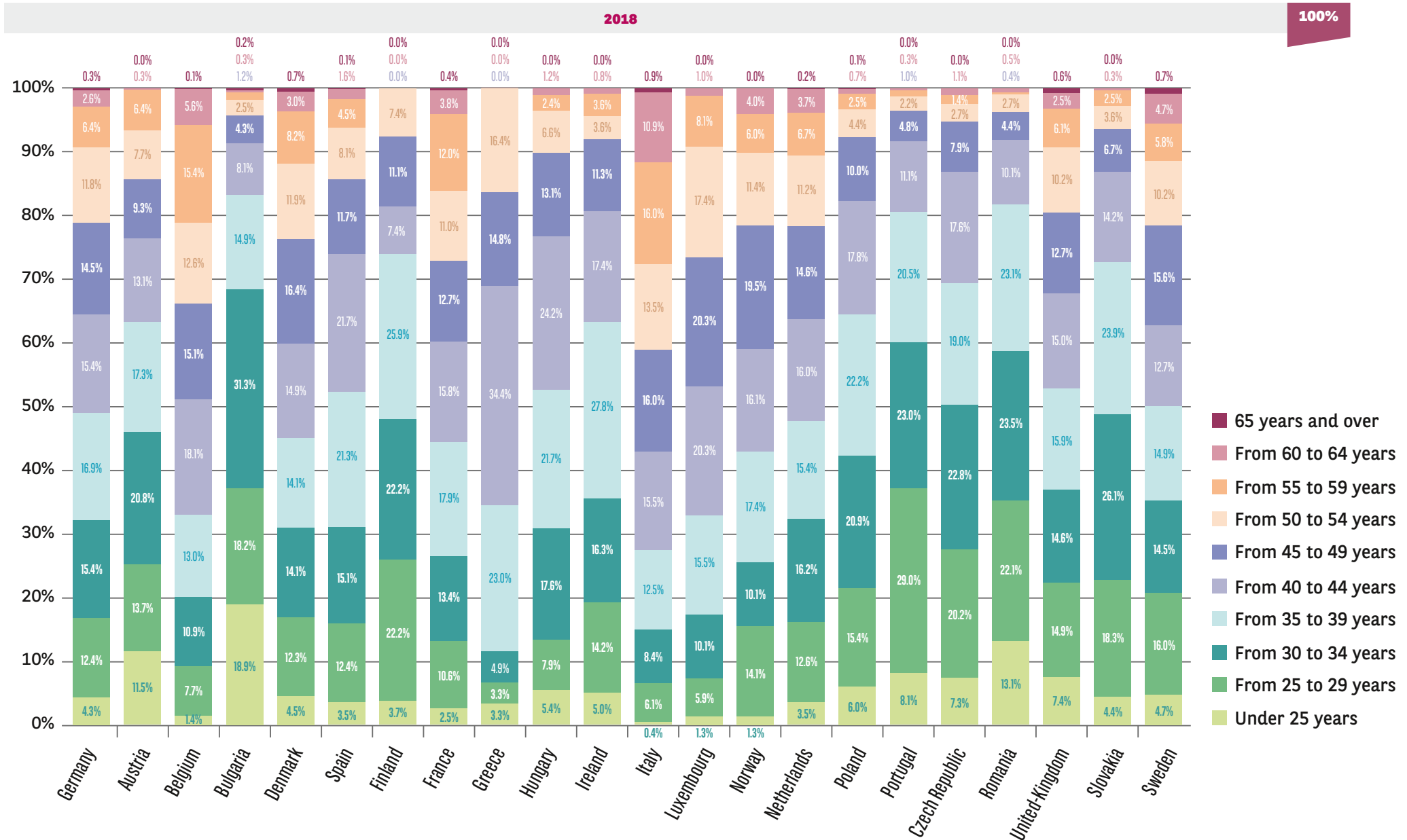
2017			AGE BRACKETS	2018		
100%				100%		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
70.6%	29.4%	0.3%	65 years old and over	73.7%	26.3%	0.4%
66.0%	34.0%	4.0%	From 60 to 64 years old	64.5%	35.5%	4.2%
52.1%	47.9%	10.6%	From 55 to 59 years old	50.7%	49.3%	10.4%
48.9%	51.1%	11.1%	From 50 to 54 years old	49.2%	50.8%	10.5%
49.1%	50.9%	12.3%	From 45 to 49 years old	48.0%	52.0%	13.0%
45.4%	54.6%	16.1%	From 40 to 44 years old	44.5%	55.5%	16.2%
41.4%	58.6%	17.1%	From 35 to 39 years old	41.9%	58.1%	17.0%
42.6%	57.4%	14.2%	From 30 to 34 years old	43.6%	56.4%	13.9%
44.0%	56.0%	11.2%	From 25 to 29 years old	44.9%	55.1%	11.3%
40.0%	60.0%	3.2%	Under 25 years old	42.4%	57.6%	3.3%

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 total headcount.



DISTRIBUTION OF HEADCOUNT PER AGE AND COUNTRY



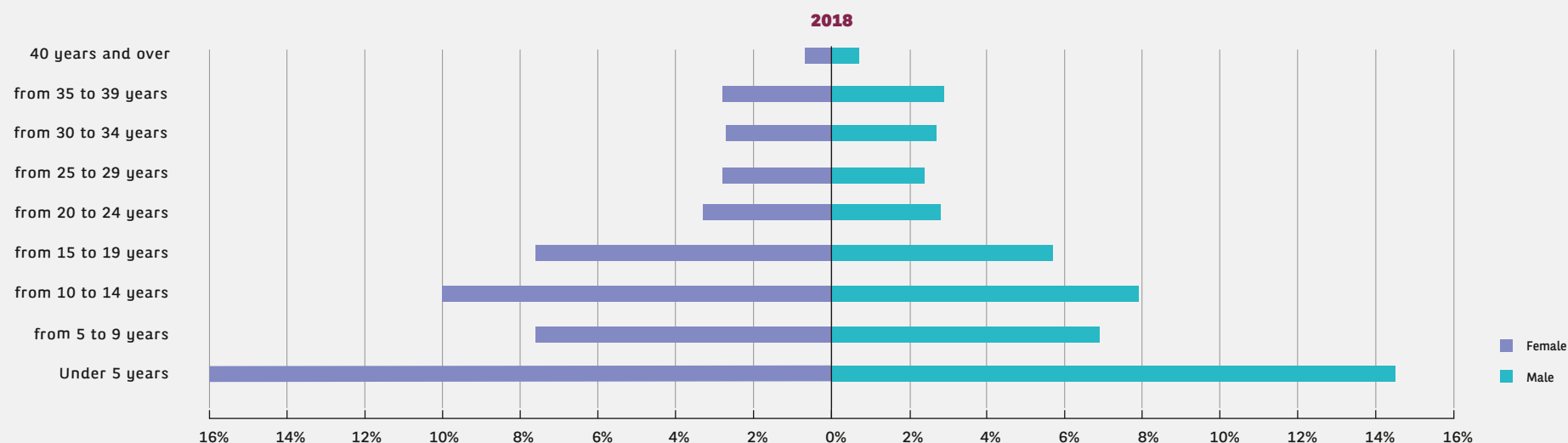
### GROUP SENIORITY PYRAMID - HEADCOUNT

2017			SENIORITY BRACKETS	2018		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
49.1%	50.9%	1.4%	40 years and over	51.0%	49.0%	1.4%
51.4%	48.6%	6.0%	From 35 to 39 years	50.8%	49.2%	5.7%
51.3%	48.7%	5.9%	From 30 to 34 years	50.2%	49.8%	5.4%
45.6%	54.4%	5.7%	From 25 to 29 years	45.9%	54.1%	5.2%
46.6%	53.4%	5.4%	From 20 to 24 years	46.2%	53.8%	6.1%
43.1%	56.9%	13.7%	From 15 to 19 years	42.7%	57.3%	13.3%
43.9%	56.1%	17.7%	From 10 to 14 years	43.9%	56.1%	17.9%
46.0%	54.0%	17.7%	From 5 to 9 years	47.4%	52.6%	14.5%
48.0%	52.0%	26.5%	Under 5 years	47.6%	52.4%	30.5%

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.

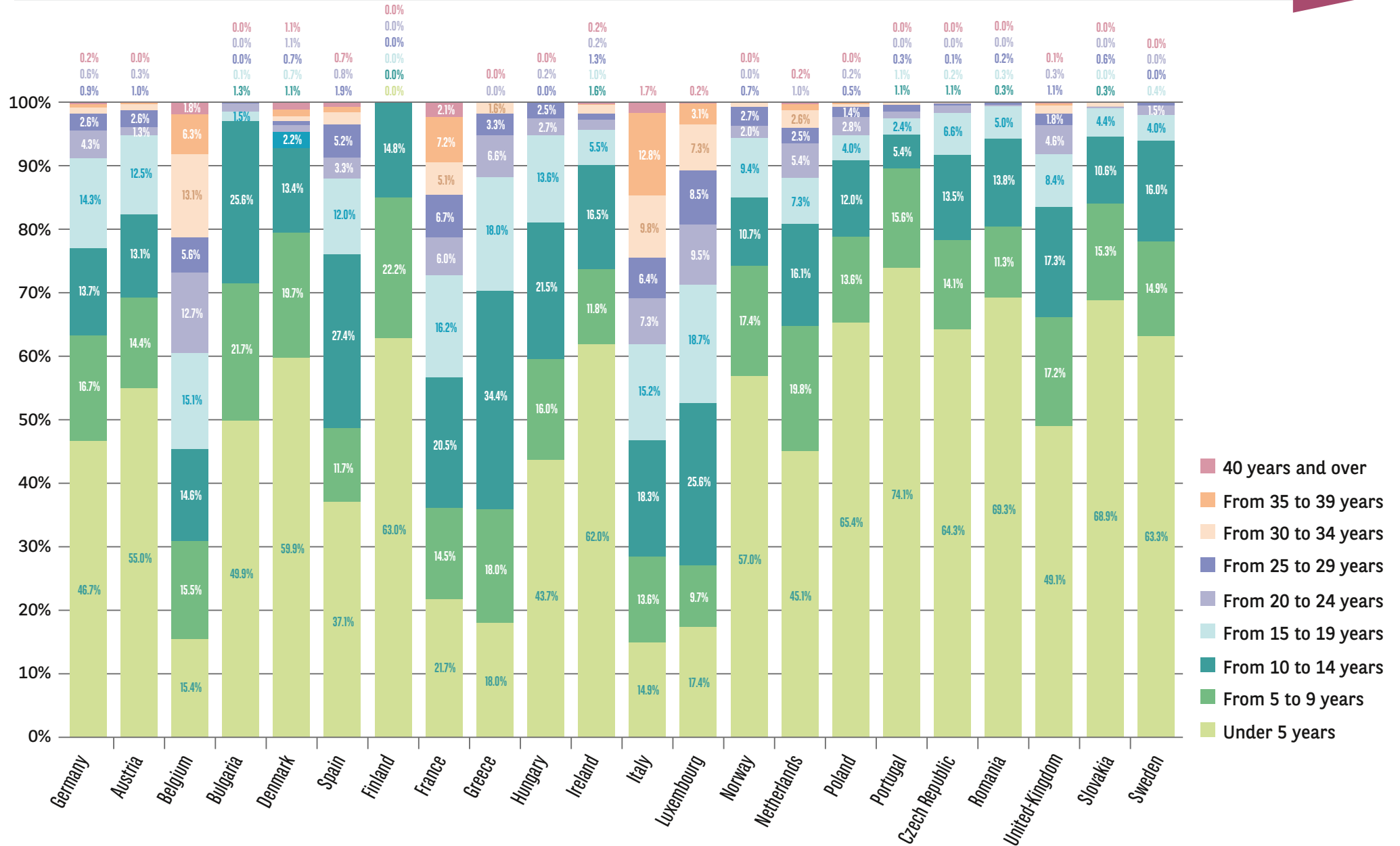
When third-party companies are acquired by BNP Paribas, the seniority used for the purpose of the audit is that of the employee's arrival in the original company.



DISTRIBUTION OF HEADCOUNT PER GROUP SENIORITY AND COUNTRY

2018

100%





## AVERAGE AGE PER COUNTRY AND GENDER - HEADCOUNT

2017			100%	2018			100%
MALE	FEMALE	GLOBAL	COUNTRIES	MALE	FEMALE	GLOBAL	
41.2	39.3	40.3	Germany	41.6	39.9	40.8	
37.2	36.8	37.0	Austria	37.5	37.3	37.4	
44.9	43.7	44.3	Belgium	45.3	44.3	44.8	
33.9	31.9	32.3	Bulgaria	33.6	32.5	32.7	
41.3	40.1	40.7	Denmark	42.0	41.4	41.7	
40.4	39.7	40.0	Spain	40.0	39.6	39.8	
39.2	35.5	37.4	Finland	35.3	38.1	36.5	
43.1	41.9	42.4	France	43.1	42.1	42.5	
42.7	42.1	42.4	Greece	42.4	41.3	41.8	
39.0	39.1	39.1	Hungary	38.9	39.5	39.3	
37.4	37.0	37.2	Ireland	38.1	37.8	38.0	
48.9	44.3	46.7	Italy	49.1	44.7	47.0	
43.4	43.0	43.2	Luxembourg	43.9	43.6	43.7	
42.9	41.3	42.1	Norway	43.1	41.0	42.1	
41.5	39.6	40.8	Netherlands	41.8	39.9	41.1	
36.8	37.3	37.1	Poland	36.9	37.4	37.3	
33.6	33.8	33.7	Portugal	33.7	34.0	33.9	
36.0	35.2	35.6	Czech Republic	36.7	35.1	35.9	
34.3	32.8	33.2	Romania	34.4	33.4	33.7	
40.2	38.3	39.4	United Kingdom	40.3	39.0	39.8	
36.7	33.9	34.9	Slovakia	36.6	35.9	36.2	
41.3	41.4	41.3	Sweden	41.0	40.7	40.8	
<b>43.1</b>	<b>41.1</b>	<b>42.0</b>	<b>AVERAGE AGE</b>	<b>43.0</b>	<b>41.3</b>	<b>42.1</b>	

## AVERAGE GROUP SENIORITY PER COUNTRY AND GENDER

2017			100%	2018			100%
MALE	FEMALE	GLOBAL	COUNTRIES	MALE	FEMALE	GLOBAL	
7.1	7.8	7.4	Germany	8.4	8.7	8.5	
7.0	7.8	7.5	Austria	6.8	7.6	7.2	
17.4	17.4	17.4	Belgium	17.7	17.9	17.8	
6.5	5.8	5.9	Bulgaria	6.4	5.7	5.9	
4.7	7.5	6.1	Denmark	5.0	7.7	6.3	
10.7	11.0	10.8	Spain	10.1	10.5	10.3	
5.2	2.7	4.0	Finland	4.2	4.1	4.2	
15.1	15.8	15.5	France	14.8	15.7	15.3	
12.2	11.8	12.0	Greece	12.2	12.2	12.2	
7.8	8.1	8.0	Hungary	7.8	8.7	8.4	
5.7	6.9	6.3	Ireland	5.4	6.9	6.1	
19.7	16.4	18.1	Italy	19.8	16.7	18.3	
14.9	16.4	15.6	Luxembourg	14.9	16.4	15.6	
7.8	8.4	8.1	Norway	6.0	7.1	6.5	
9.0	8.8	8.9	Netherlands	8.8	9.0	8.9	
6.3	7.4	7.1	Poland	4.4	5.5	5.1	
4.6	4.7	4.7	Portugal	4.1	4.2	4.1	
5.6	5.0	5.3	Czech Republic	5.7	5.0	5.3	
5.2	4.7	4.9	Romania	4.7	4.3	4.4	
7.9	7.3	7.6	United Kingdom	8.3	7.4	7.9	
5.0	3.5	4.1	Slovakia	5.2	4.4	4.6	
5.8	5.2	5.5	Sweden	5.0	5.4	5.2	
<b>14.0</b>	<b>13.7</b>	<b>13.9</b>	<b>AVERAGE GROUP SENIORITY</b>	<b>13.5</b>	<b>13.3</b>	<b>13.4</b>	

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

2017					COUNTRIES	2018					
94%						97%					
SALES	DISTRIBUTION			TOTAL	SIGNIFICANCE RATE	SALES	DISTRIBUTION			TOTAL	SIGNIFICANCE RATE
	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT					OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT			
39.9%	18.1%	42.0%	3,539	66%	Germany	49.2%	15.8%	34.9%	4,396	75%	
41.8%	20.3%	37.9%	280	99%	Austria	41.5%	21.8%	36.6%	288	99%	
55.5%	9.0%	35.5%	15,119	99%	Belgium	55.3%	9.1%	35.6%	14,468	100%	
64.8%	3.4%	31.8%	826	100%	Bulgaria	78.4%	2.9%	18.7%	943	100%	
49.6%	6.5%	43.9%	227	100%	Denmark	47.8%	10.3%	42.0%	251	100%	
42.8%	18.4%	38.8%	3,045	96%	Spain	43.2%	18.6%	38.2%	3,585	100%	
70.0%	0.0%	30.0%	20	95%	Finland	51.9%	25.9%	22.2%	27	100%	
51.7%	11.4%	36.9%	55,901	96%	France	51.1%	11.2%	37.8%	57,394	98%	
27.7%	38.3%	34.0%	47	80%	Greece	22.6%	43.4%	34.0%	53	87%	
54.5%	9.0%	36.6%	541	96%	Hungary	47.5%	11.2%	41.3%	562	100%	
8.1%	55.6%	36.2%	516	93%	Ireland	7.7%	50.9%	41.5%	572	94%	
58.7%	12.7%	28.6%	18,240	98%	Italy	57.0%	14.2%	28.8%	18,711	98%	
30.2%	25.0%	44.8%	3,454	99%	Luxembourg	30.7%	25.3%	44.0%	3,644	99%	
50.1%	13.5%	36.4%	110	98%	Norway	51.2%	10.0%	38.8%	148	100%	
38.6%	22.1%	39.2%	861	93%	Netherlands	37.4%	22.5%	40.0%	909	94%	
59.7%	18.4%	21.9%	8,002	95%	Poland	60.9%	15.7%	23.4%	11,436	97%	
14.3%	52.8%	32.9%	4,126	100%	Portugal	13.3%	50.6%	36.1%	5,175	100%	
52.7%	9.1%	38.1%	754	97%	Czech Republic	51.1%	10.6%	38.3%	850	100%	
67.0%	2.8%	30.2%	987	98%	Romania	61.9%	4.2%	33.9%	1,011	99%	
41.4%	12.0%	46.7%	5,643	71%	United Kingdom	50.5%	10.3%	39.2%	7,138	90%	
53.1%	22.9%	24.0%	315	100%	Slovakia	49.2%	24.4%	26.4%	353	100%	
36.7%	22.4%	40.9%	201	82%	Sweden	34.6%	23.3%	42.1%	217	83%	
<b>50.7%</b>	<b>14.1%</b>	<b>35.1%</b>	<b>122,752</b>	<b>94%</b>	<b>TOTAL</b>	<b>50.8%</b>	<b>14.2%</b>	<b>35.0%</b>	<b>132,133</b>	<b>97%</b>	

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

2017			100%	2018			100%
HEADCOUNT			RECRUITMENTS	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
4,281	4,220	8,501	PTC	5,594	5,387	10,981	
752	856	1,608	Conversions from FTC to PTC	822	1,186	2,008	
<b>5,033</b>	<b>5,076</b>	<b>10,109</b>	<b>TOTAL</b>	<b>6,416</b>	<b>6,573</b>	<b>12,989</b>	

2017			100%	2018			100%
DISTRIBUTION			RECRUITMENTS	DISTRIBUTION			
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL	
50.4%	49.6%	84.1%	PTC	50.9%	49.1%	84.5%	
46.8%	53.2%	15.9%	Conversions from FTC to PTC	40.9%	59.1%	15.5%	
<b>49.8%</b>	<b>50.2%</b>	<b>100.0%</b>	<b>TOTAL</b>	<b>49.4%</b>	<b>50.6%</b>	<b>100.0%</b>	

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

2017	100%	2018	100%
718		345	

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

2017			100%	2018			100%
PTC		RECRUITMENTS	COUNTRIES	PTC		RECRUITMENTS	
MALE	FEMALE			MALE	FEMALE		
54.6%	45.4%	705	Germany	51.1%	48.9%	994	
40.7%	59.3%	91	Austria	46.4%	53.6%	69	
56.6%	43.4%	673	Belgium	56.2%	43.8%	634	
18.3%	81.7%	284	Bulgaria	24.0%	76.0%	242	
49.0%	51.0%	51	Denmark	52.1%	47.9%	48	
60.4%	39.6%	394	Spain	54.2%	45.8%	546	
44.4%	55.6%	9	Finland	50.0%	50.0%	14	
49.1%	50.9%	3,172	France	51.5%	48.5%	4,174	
66.7%	33.3%	6	Greece	50.0%	50.0%	4	
35.9%	64.1%	103	Hungary	45.7%	54.3%	105	
65.7%	34.3%	105	Ireland	58.2%	41.8%	134	
54.7%	45.3%	528	Italy	48.6%	51.4%	914	
62.2%	37.8%	156	Luxembourg	58.8%	41.2%	255	
61.5%	38.5%	13	Norway	62.9%	37.1%	35	
71.6%	28.4%	81	Netherlands	69.2%	30.8%	52	
42.2%	57.8%	476	Poland	39.7%	60.3%	970	
49.2%	50.8%	1,486	Portugal	48.0%	52.0%	1,676	
39.9%	60.1%	168	Czech Republic	48.3%	51.7%	203	
26.6%	73.4%	398	Romania	29.1%	70.9%	381	
57.5%	42.5%	1,119	United Kingdom	53.0%	47.0%	1,450	
44.0%	56.0%	50	Slovakia	31.7%	68.3%	41	
51.2%	48.8%	41	Sweden	50.0%	50.0%	48	
<b>49.8%</b>	<b>50.2%</b>	<b>10,109</b>	<b>TOTAL</b>	<b>49.4%</b>	<b>50.6%</b>	<b>12,989</b>	

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

2017			100%	2018			100%
HEADCOUNT			DEPARTURES PER REASON	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
1,148	1,041	2,189	Retirements and Early Retirements	1,032	937	1,969	
2,010	2,083	4,093	Resignations	2,802	2,777	5,579	
559	679	1,238	Redundancies	494	572	1,066	
342	577	919	Amicable termination	465	637	1,102	
905	1,000	1,905	Others*	1,071	1,250	2,321	
<b>4,964</b>	<b>5,380</b>	<b>10,344</b>	<b>TOTAL</b>	<b>5,864</b>	<b>6,173</b>	<b>12,037</b>	

2017			DEPARTURES PER REASON	2018		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL	MALE	FEMALE	GLOBAL	
52.4%	47.6%	21.2%	Retirements and Early Retirements	52.4%	47.6%	16.4%
49.1%	50.9%	39.6%	Resignations	50.2%	49.8%	46.3%
45.2%	54.8%	12.0%	Redundancies	46.3%	53.7%	8.9%
37.2%	62.8%	8.9%	Amicable termination	42.2%	57.8%	9.2%
47.5%	52.5%	18.4%	Others*	46.1%	53.9%	19.3%
<b>48.0%</b>	<b>52.0%</b>	<b>100.0%</b>	<b>TOTAL</b>	<b>48.7%</b>	<b>51.3%</b>	<b>100.0%</b>

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

2016 / 2017		100%	2017 / 2018		100%
FTEs	RATE	Perimeter changes	FTEs	RATE	
1,923	1.5%			<b>3,784</b>	<b>2.2%</b>

## DEPARTURE RATE PER REASON AND COUNTRY - HEADCOUNT

COUNTRIES	2018						DEPARTURES
	DEPARTURES PER REASON						
	RETIREMENTS AND EARLY RETIREMENTS	RESIGNATIONS	REDUNDANCIES	AMICABLE TERMINATION	OTHERS*	TOTAL	
Germany	0.4%	10.5%	0.6%	1.3%	0.9%	13.6%	697
Austria	0.0%	0.0%	0.7%	2.9%	17.5%	21.1%	59
Belgium	3.2%	4.1%	1.0%	1.1%	0.4%	9.8%	1,486
Bulgaria	0.0%	9.0%	0.6%	20.8%	1.8%	32.2%	265
Denmark	0.0%	2.3%	1.4%	0.0%	9.2%	12.8%	28
Spain	0.1%	3.9%	1.6%	0.0%	0.9%	6.4%	187
Finland	0.0%	0.0%	0.0%	0.0%	28.6%	28.6%	4
France	2.2%	3.1%	1.0%	0.4%	1.1%	7.7%	4,405
Greece	0.0%	0.0%	5.1%	0.0%	0.0%	5.1%	3
Hungary	0.4%	4.4%	0.0%	7.1%	10.0%	21.9%	120
Ireland	0.6%	15.4%	0.2%	0.0%	2.9%	19.1%	93
Italy	0.9%	0.9%	0.3%	0.3%	0.3%	2.7%	485
Luxembourg	0.4%	3.4%	0.8%	0.7%	0.1%	5.5%	187
Norway	1.0%	5.0%	0.0%	0.0%	3.0%	9.0%	9
Netherlands	0.1%	3.4%	0.8%	0.9%	4.5%	9.7%	75
Poland	0.3%	9.2%	1.4%	4.5%	7.0%	22.3%	1,396
Portugal	0.0%	2.2%**	0.3%	0.0%	14.5%**	17.0%	681
Czech Republic	0.3%	10.5%	0.7%	3.0%	6.9%	21.4%	151
Romania	0.0%	26.3%	0.1%	1.3%	1.3%	29.1%	285
United Kingdom	0.0%	13.0%	0.7%	0.4%	2.9%	17.1%	1,329
Slovakia	0.0%	13.7%	0.0%	2.8%	0.8%	17.4%	43
Sweden	0.0%	9.1%	0.9%	0.9%	10.4%	21.2%	49
<b>TOTAL</b>	<b>1.6%</b>	<b>4.5%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>1.9%</b>	<b>9.6%</b>	<b>12,037</b>

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.

\*\* The reasons for leaving "others" essentially correspond to resignations (Total 2018 : 584 resignations - 14.6%) - not included in the global resignations figures details in the previous table.

### 3 | ABSENTEEISM, LEAVES & WORK RELATED ACCIDENTS



#### ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS\* (Calendar days, Working days or Open days)

COUNTRIES	2018		
	RATE OF ABSENTEEISM AND LEAVES		
	ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY AND PATERNITY
Germany	5.7%	0.1%	4.4%
Austria		Not communicated	
Belgium	4.8%	0.0%	1.2%
Bulgaria	4.8%	0.0%	18.2%
Denmark	4.2%	0.0%	0.4%
Spain	2.4%	0.1%	0.9%
Finland		Not communicated	
France	5.0%	0.1%	1.9%
Greece	0.0%	0.0%	0.0%
Hungary	3.0%	0.0%	9.5%
Ireland	0.0%	0.0%	3.8%
Italy	3.3%	0.0%	2.2%
Luxembourg	2.9%	0.0%	1.2%
Norway	3.1%	0.0%	2.5%
Netherlands	3.9%	0.0%	7.9%
Poland	4.4%	0.0%	4.9%
Portugal	4.4%	0.1%	3.2%
Czech Republic	2.3%	0.1%	11.9%
Romania	0.3%	0.0%	0.1%
United Kingdom	1.4%	0.0%	2.0%
Slovakia	3.0%	0.0%	15.0%
Sweden		Not communicated	
<b>TOTAL</b>	<b>4.3%</b>	<b>0.1%</b>	<b>2.4%</b>

89%

%: 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

2017							95%	2018							98%
MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	COUNTRIES	MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	
HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%		
159	5.0%	606	22.9%	765	13.2%	66%	Germany	161	4.8%	719	24.9%	880	14.1%	76%	
3	2.1%	48	29.8%	51	16.7%	99%	Austria	5	3.4%	50	30.3%	55	17.6%	99%	
715	9.2%	3,113	37.2%	3,828	23.7%	99%	Belgium	708	9.6%	2,961	37.0%	3,669	23.8%	100%	
56	27.2%	508	56.4%	564	51.0%	100%	Bulgaria	8	3.8%	8	1.1%	16	1.7%	100%	
9	7.4%	35	26.9%	44	17.5%	100%	Denmark	9	6.6%	28	21.1%	37	13.8%	100%	
66	4.3%	471	26.9%	537	16.3%	96%	Spain	72	4.1%	494	25.1%	566	15.2%	100%	
-	0.0%	-	0.0%	0	0.0%	100%	Finland	-	0.0%	-	0.0%	0	0.0%	100%	
406	1.5%	5,455	16.2%	5,861	9.8%	96%	France	416	1.6%	5,463	16.4%	5,879	9.8%	99%	
-	0.0%	-	0.0%	0	0.0%	80%	Greece	-	0.0%	-	0.0%	0	0.0%	87%	
20	9.0%	67	17.8%	87	14.5%	97%	Hungary	19	8.3%	65	17.8%	84	14.1%	100%	
-	0.0%	12	4.6%	12	2.1%	93%	Ireland	3	0.9%	19	6.9%	22	3.6%	100%	
211	2.1%	1,860	20.5%	2,071	10.8%	98%	Italy	248	2.4%	1,892	20.3%	2,140	10.9%	99%	
114	5.9%	775	43.1%	889	23.8%	99%	Luxembourg	172	8.4%	807	42.6%	979	24.8%	100%	
-	0.0%	1	1.8%	1	0.9%	99%	Norway	1	1.2%	1	1.5%	2	1.3%	100%	
64	10.3%	161	44.5%	225	22.9%	93%	Netherlands	80	12.1%	175	48.6%	255	25.0%	99%	
118	4.1%	219	3.8%	337	3.9%	99%	Poland	415	9.5%	511	6.4%	926	7.5%	100%	
5	0.3%	8	0.4%	13	0.3%	100%	Portugal	3	0.1%	6	0.2%	9	0.2%	100%	
12	3.2%	66	15.6%	78	9.7%	97%	Czech Republic	15	3.7%	75	16.0%	90	10.3%	100%	
10	3.6%	79	10.4%	89	8.6%	98%	Romania	11	3.7%	97	12.7%	108	10.2%	100%	
54	1.1%	461	13.5%	515	6.3%	75%	United Kingdom	69	1.5%	630	18.2%	699	8.5%	95%	
3	2.6%	10	4.8%	13	4.0%	100%	Slovakia	5	3.9%	12	5.2%	17	4.7%	100%	
2	1.9%	12	8.5%	14	5.6%	84%	Sweden	3	2.3%	9	6.2%	12	4.4%	80%	
2,027	3.2%	13,967	19.3%	15,994	11.8%	95%	TOTAL	2,423	3.7%	14,022	18.6%	16,445	11.7%	98%	

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 (&lt; OR ≥ 80%) PER COUNTRY - HEADCOUNT

2017				COUNTRIES	2018			
WORKING PART-TIME					WORKING PART-TIME			
< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE	< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE	
73.3%	26.7%	765	66%	Germany	70.8%	29.2%	880	76%
80.4%	19.6%	51	99%	Austria	85.5%	14.5%	55	99%
17.7%	82.3%	3,828	99%	Belgium	17.5%	82.5%	3,669	100%
62.4%	37.6%	564	100%	Bulgaria	75.0%	25.0%	16	100%
65.9%	34.1%	44	100%	Denmark	62.2%	37.8%	37	100%
58.3%	41.7%	537	96%	Spain	55.3%	44.7%	566	100%
-	-	0	100%	Finland	-	-	0	100%
18.0%	82.0%	5,861	96%	France	17.9%	82.1%	5,879	99%
-	-	0	80%	Greece	-	-	0	87%
73.6%	26.4%	87	97%	Hungary	81.0%	19.0%	84	100%
66.7%	33.3%	12	93%	Ireland	68.2%	31.8%	22	100%
46.3%	53.7%	2,071	98%	Italy	46.7%	53.3%	2,140	99%
38.8%	61.2%	889	99%	Luxembourg	35.6%	64.4%	979	100%
0.0%	100.0%	1	99%	Norway	50.0%	50.0%	2	100%
37.3%	62.7%	225	93%	Netherlands	37.6%	62.4%	255	99%
66.8%	33.2%	337	99%	Poland	78.1%	21.9%	926	100%
30.8%	69.2%	13	100%	Portugal	33.3%	66.7%	9	100%
80.8%	19.2%	78	97%	Czech Republic	80.0%	20.0%	90	100%
30.3%	69.7%	89	98%	Romania	48.1%	51.9%	108	100%
57.9%	42.1%	515	75%	United Kingdom	57.9%	42.1%	699	95%
84.6%	15.4%	13	100%	Slovakia	82.4%	17.6%	17	100%
42.9%	57.1%	14	84%	Sweden	41.7%	58.3%	12	80%
<b>32.0%</b>	<b>68.0%</b>	<b>15,994</b>	<b>95%</b>	<b>TOTAL</b>	<b>33.5%</b>	<b>66.5%</b>	<b>16,445</b>	<b>98%</b>

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	2018									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	5.3%	5.8%	7.2%	21.3%	19.1%	18.9%	11.8%	7.0%	3.6%	880
Austria	5.5%	7.3%	18.2%	23.6%	14.5%	7.3%	9.1%	14.5%		55
Belgium	0.0%	1.1%	6.9%	12.3%	19.8%	14.3%	13.3%	23.8%	8.5%	3,669
Bulgaria	31.3%	6.3%	12.5%	25.0%			12.5%	6.3%	6.3%	16
Denmark	21.6%	10.8%	5.4%	10.8%	8.1%	16.2%	5.4%	10.8%	10.8%	37
Spain	3.2%	10.1%	12.2%	31.6%	29.0%	10.1%	3.2%	0.7%		566
Finland										
France	0.4%	2.2%	9.2%	22.6%	19.9%	13.7%	12.7%	14.5%	4.9%	5,879
Greece										
Hungary	6.0%		14.3%	28.6%	29.8%	13.1%	4.8%	1.2%	2.4%	84
Ireland			4.5%	18.2%	27.3%	18.2%	13.6%	13.6%	4.5%	22
Italy	0.9%	3.5%	3.3%	13.6%	25.5%	22.2%	13.6%	12.6%	4.7%	2,140
Luxembourg		0.4%	4.8%	16.1%	25.9%	24.8%	20.9%	6.8%	0.1%	979
Norway						100.0%				2
Netherlands	1.2%	5.5%	14.5%	18.0%	23.1%	16.5%	11.4%	7.1%	2.7%	255
Poland	10.9%	15.1%	19.4%	24.6%	17.2%	9.0%	1.7%	1.3%	0.8%	926
Portugal		11.1%		55.6%	22.2%				11.1%	9
Czech Republic	6.7%	7.8%	16.7%	32.2%	31.1%	4.4%			1.1%	90
Romania	8.3%	12.0%	24.1%	36.1%	9.3%	5.6%	3.7%	0.9%		108
United Kingdom	1.3%	4.3%	12.0%	18.9%	20.9%	13.3%	11.3%	8.3%	9.7%	699
Slovakia	5.9%		17.6%	29.4%	23.5%	11.8%	5.9%	5.9%		17
Sweden	8.3%	8.3%	8.3%	25.0%	8.3%	16.7%	16.7%		8.3%	12
<b>TOTAL OF PART-TIME WORKERS</b>	<b>1.6%</b>	<b>3.5%</b>	<b>8.6%</b>	<b>19.0%</b>	<b>21.1%</b>	<b>15.4%</b>	<b>12.1%</b>	<b>13.6%</b>	<b>5.0%</b>	<b>16,445</b>

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

2017	100%		2018	100%
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS		COUNTRIES	% OF WOMEN IN SENIOR MANAGEMENT POSITIONS	
<b>13.8%</b>		Germany	<b>15.9%</b>	
25.0%		Austria	20.0%	
<b>22.3%</b>		Belgium	<b>22.6%</b>	
0.0%		Bulgaria	0.0%	
0.0%		Denmark	25.0%	
<b>26.9%</b>		Spain	<b>28.1%</b>	
0.0%		Finland	0.0%	
<b>33.3%</b>		France	<b>33.9%</b>	
0.0%		Greece	0.0%	
0.0%		Hungary	0.0%	
0.0%		Ireland	0.0%	
<b>22.5%</b>		Italy	<b>23.5%</b>	
<b>22.0%</b>		Luxembourg	<b>18.4%</b>	
0.0%		Norway	25.0%	
0.0%		Netherlands	<b>0.0%</b>	
<b>13.6%</b>		Poland	<b>16.0%</b>	
<b>31.3%</b>		Portugal	<b>28.6%</b>	
<b>0.0%</b>		Czech Republic	<b>11.1%</b>	
0.0%		Romania	0.0%	
<b>14.9%</b>		United Kingdom	<b>14.3%</b>	
50.0%		Slovakia	<b>57.1%</b>	
0.0%		Sweden	<b>0.0%</b>	
<b>28.2%</b>		<b>TOTAL</b>	<b>28.8%</b>	

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

2017			94%	2018			90%
AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	COUNTRIES	AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	
62.2	19	49%	Germany	61.5	40	63%	
58.2	1	27%	Austria	59.0	2	100%	
61.6	602	100%	Belgium	61.9	536	99%	
60.2	2	100%	Bulgaria	-	0	100%	
59.7	5	100%	Denmark	69.8	1	100%	
61.0	7	94%	Spain	62.2	9	97%	
-	0	100%	Finland	-	0	100%	
61.3	1,601	94%	France	61.5	1,534	93%	
-	0	100%	Greece	-	0	0%	
57.9	5	97%	Hungary	59.3	6	97%	
63.9	1	96%	Ireland	59.0	4	93%	
61.9	252	100%	Italy	62.2	241	99%	
60.2	25	99%	Luxembourg	59.5	23	99%	
67.1	1	100%	Norway	62.4	2	100%	
60.3	11	97%	Netherlands	59.5	16	99%	
58.7	151	100%	Poland	59.9	63	82%	
66.1	3	100%	Portugal	66.5	2	100%	
63.8	4	97%	Czech Republic	59.0	8	95%	
-	0	99%	Romania	-	0	99%	
60.2	116	91%	United Kingdom	59.9	88	77%	
57.1	1	100%	Slovakia	58.8	3	100%	
58.9	5	93%	Sweden	61.1	5	97%	
<b>61.2</b>	<b>2,812</b>	<b>94%</b>	<b>TOTAL</b>	<b>61.5</b>	<b>2,583</b>	<b>90%</b>	

%: significance rate of 30% to 50%.

%: non-significant data.

## NUMBER OF NATIONALITIES PER COUNTRY

2017			95%	2018			98%
NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE	COUNTRIES	NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE	
50	11.3%	66%	Germany	52	10.1%	75%	
21	23.3%	99%	Austria	22	22.5%	99%	
64	4.9%	99%	Belgium	63	5.0%	100%	
4	0.6%	100%	Bulgaria	4	0.5%	100%	
3	1.5%	88%	Denmark	2	11.6%	100%	
35	6.4%	96%	Spain	42	6.5%	100%	
1	0.0%	81%	Finland	2	14.8%	100%	
115	4.6%	96%	France	113	5.2%	99%	
3	6.4%	80%	Greece	3	5.7%	87%	
3	1.1%	96%	Hungary	4	1.6%	100%	
19	9.7%	93%	Ireland	25	12.3%	100%	
35	0.8%	98%	Italy	33	0.8%	98%	
40	76.0%	99%	Luxembourg	41	77.3%	100%	
7	18.9%	47%	Norway	8	41.0%	100%	
22	6.2%	94%	Netherlands	20	6.2%	99%	
27	1.6%	99%	Poland	33	1.5%	100%	
54	9.7%	100%	Portugal	63	11.7%	100%	
12	6.4%	97%	Czech Republic	18	7.5%	100%	
5	1.6%	98%	Romania	6	1.6%	99%	
83	29.6%	75%	United Kingdom	82	25.3%	95%	
7	2.7%	100%	Slovakia	8	4.9%	100%	
11	11.5%	71%	Sweden	11	22.0%	83%	
<b>140</b>	<b>7.5%</b>	<b>95%</b>	<b>TOTAL</b>	<b>148</b>	<b>7.9%</b>	<b>98%</b>	

Percentages are based on the total headcount of each country.

%: significance rate of 30% to 50%.

%: non-significant data.

## NUMBER OF DISABLED EMPLOYEES

2017		93%	2018		90%
NOMBRE DE PERSONNES	TAUX DE SIGNIFICATIVITÉ		COUNTRIES	NOMBRE DE PERSONNES	TAUX DE SIGNIFICATIVITÉ
124	93%		Germany	112	73%
0	8%		Austria	0	7%
71	95%		Belgium	70	92%
29	95%		Bulgaria	26	95%
1	71%		Denmark	1	71%
27	92%		Spain	32	93%
Not communicated	Not communicated		Finland	Not communicated	Not communicated
1,881	96%		France	2,065	93%
0	49%		Greece	0	39%
0	81%		Hungary	0	82%
1	93%		Ireland	Not communicated	Not communicated
857	95%		Italy	847	92%
53	99%		Luxembourg	65	92%
Not communicated	Not communicated		Norway	Not communicated	Not communicated
1	72%		Netherlands	1	9%
54	92%		Poland	57	93%
13	90%		Portugal	31	92%
Not communicated	Not communicated		Czech Republic	6	66%
1	86%		Romania	1	81%
6	86%		United Kingdom	15	97%
Not communicated	Not communicated		Slovakia	13	59%
Not communicated	Not communicated		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

2017			96%	2018			93%
% 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	
100.0%	9	74%	Germany	100.0%	18	77%	
54.2%	4	99%	Austria	100.0%	14	78%	
100.0%	22	99%	Belgium	100.0%	19	100%	
80.7%	3	100%	Bulgaria	100.0%	151	8%	
94.8%	6	100%	Denmark	100.0%	20	29%	
100.0%	24	96%	Spain	100.0%	46	57%	
100.0%	34	81%	Finland	100.0%	49	19%	
100.0%	30	96%	France	100.0%	27	99%	
100.0%	12	80%	Greece	100.0%	24	51%	
96.9%	4	97%	Hungary	100.0%	6	82%	
100.0%	8	93%	Ireland	100.0%	14	88%	
98.5%	30	98%	Italy	100.0%	41	87%	
100.0%	27	99%	Luxembourg	100.0%	32	98%	
100.0%	9	99%	Norway	100.0%	14	74%	
100.0%	18	93%	Netherlands	100.0%	8	93%	
97.3%	44	99%	Poland	80.9%	25	100%	
100.0%	44	100%	Portugal	100.0%	36	99%	
100.0%	14	87%	Czech Republic	100.0%	10	75%	
92.3%	17	96%	Romania	100.0%	95	11%	
88.0%	22	94%	United Kingdom	99.9%	18	95%	
94.1%	31	100%	Slovakia	100.0%	14	59%	
82.4%	11	98%	Sweden	100.0%	9	65%	
<b>99.8%</b>	<b>28</b>	<b>96%</b>	<b>AVERAGE</b>	<b>100.0%</b>	<b>27</b>	<b>93%</b>	

%: significance rate of 30% to 50%.

%: non-significant data.



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

COUNTRIES	2018							
	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	9.8%	2.6%	26.9%	52.3%	6.3%	0.5%	1.4%	0.2%
Austria	11.4%	2.4%	26.7%	57.8%	1.4%	0.1%	0.2%	0.1%
Belgium	11.0%	7.5%	22.4%	53.9%	2.8%	0.2%	0.3%	1.8%
Bulgaria	8.1%	0.7%	9.3%	32.6%	25.9%	0.0%	0.0%	23.3%
Denmark	8.6%	1.8%	28.5%	58.4%	0.9%	0.0%	0.1%	1.7%
Spain	11.3%	6.6%	21.5%	58.8%	0.9%	0.2%	0.6%	0.2%
Finland	12.5%	2.6%	29.7%	55.2%	0.0%	0.0%	0.0%	0.0%
France	9.6%	42.3%	12.0%	28.2%	4.1%	1.0%	2.4%	0.4%
Greece	14.3%	10.4%	22.6%	48.3%	0.0%	0.8%	2.3%	1.4%
Hungary	5.0%	3.3%	25.8%	58.5%	1.4%	0.2%	0.5%	5.4%
Ireland	12.6%	8.0%	17.5%	57.8%	0.4%	0.1%	0.4%	3.1%
Italy	24.7%	42.3%	3.5%	15.2%	2.2%	0.1%	0.1%	12.0%
Luxembourg	6.2%	5.2%	26.6%	59.3%	1.1%	0.2%	0.2%	1.2%
Norway	13.1%	5.2%	23.7%	55.2%	0.9%	0.5%	1.3%	0.2%
Netherlands	11.7%	5.1%	24.9%	56.3%	1.2%	0.1%	0.5%	0.3%
Poland	11.7%	20.4%	20.4%	33.0%	12.7%	0.1%	0.4%	1.2%
Portugal	10.5%	12.8%	20.5%	50.3%	2.3%	0.9%	0.4%	2.3%
Czech Republic	4.7%	1.7%	17.1%	53.2%	0.5%	0.1%	0.2%	22.4%
Romania	21.3%	2.6%	15.2%	51.7%	0.9%	0.1%	0.2%	8.0%
United Kingdom	10.8%	4.0%	16.6%	56.9%	2.5%	0.3%	2.4%	6.4%
Slovakia	7.5%	1.0%	25.7%	61.7%	0.6%	0.1%	0.0%	3.5%
Sweden	10.2%	7.3%	25.7%	55.9%	0.2%	0.3%	0.0%	0.4%
<b>AVERAGE</b>	<b>15.5%</b>	<b>34.0%</b>	<b>11.1%</b>	<b>28.6%</b>	<b>3.8%</b>	<b>0.4%</b>	<b>1.1%</b>	<b>5.5%</b>

93%

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.

## REPORTING E-JOBS / TALEO

COUNTRIES	2018					
	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	335	45			335	45
Austria					0	0
Belgium	25	5	1,471	1,381	1,496	1,386
Bulgaria	14	7			14	7
Denmark	2	0	5		7	0
Spain	1	0	150		151	0
Finland	1	1			1	1
France			4,945	1,646	4,945	1,646
Greece					0	0
Hungary	7	1			7	1
Ireland					0	0
Italy	49	20	566	107	615	127
Luxembourg			272	128	272	128
Norway	5	3	6		11	3
Netherlands	7	2	79	16	86	18
Poland			1,548	276	1,548	276
Portugal		30	1,201	224	1,201	254
Czech Republic	18	1			18	1
Romania	1	1			1	1
United Kingdom	11	1	1,619	520	1,630	521
Slovakia					0	0
Sweden	2	1	27		29	1
<b>TOTAL</b>	<b>478</b>	<b>118</b>	<b>11,889</b>	<b>4,298</b>	<b>12,367</b>	<b>4,416</b>

100%

## MOBILITY DECLARED BY THE EMPLOYEE

2017		2018
REMINDER 2016 MOBILITY RATE	COUNTRIES	MOBILITY RATE
10%	Germany	10%
10%	Austria	9%
17%	Belgium	13%
13%	Bulgaria	10%
9%	Denmark	17%
8%	Spain	11%
11%	Finland	15%
18%	France	15%
2%	Greece	4%
8%	Hungary	9%
11%	Ireland	15%
12%	Italy	10%
13%	Luxembourg	11%
6%	Norway	9%
9%	Netherlands	12%
12%	Poland	10%
19%	Portugal	14%
13%	Czech Republic	11%
11%	Romania	11%
13%	United Kingdom	13%
12%	Slovakia	13%
14%	Sweden	16%
15%	<b>AVERAGE</b>	13%

Source : GPS 2018 - Based on the questions:

- Group entries since more one year
- Current position held for less than one year and seniority in the Group higher than one year

%: significance rate of 30% to 50%.

%: non-significant data.



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**BNP PARIBAS**

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