

EUROPEAN SOCIAL REPORT 2019



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

2019 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!

CONTENTS

Introduction Definitions

3
5

1 STAFF

- Full-Time Equivalent per operating divisions / business lines / Group Functions 6
- Headcount per operating divisions / business lines / Group Functions 7
- Full-Time Equivalent per country and gender 8
- Headcount per country and gender 9
- Full-Time Equivalent per country and operating divisions / business lines / Group Functions 10
- Full-Time Equivalent per contract, operating divisions / business lines / Group Functions and per gender 11
- Full-Time Equivalent per contract, country and gender 12
- Age pyramid – Headcount 13
- Distribution of headcount per age and country 14
- Average age per country and gender – Headcount 15
- Group seniority pyramid – Headcount 16
- Distribution of headcount per Group seniority and country 17
- Average Group seniority per country and gender 18
- Full-Time Equivalent per professional field and country 19

2 MOVEMENTS

- Recruitments of Permanent-Term Contracts per gender – Headcount 20
- Variation of the FTC Headcount in FTE 20
- Recruitments of Permanent-Term Contracts per country and gender – Headcount 21
- Permanent-Term Contracts leavers per reason and gender – Headcount 22
- Perimeter changes – Full-Time Equivalent 22
- Departure rate per reason and country – Headcount 23

3 ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS

- Absenteeism, leaves and work related accidents 24

4 WORKING TIME

- Part-time workers per country and gender – Headcount 25
- Distribution of part-time workers by length of working time (< or ≥ 80%) per country – Headcount 26
- Distribution of part-time workers per age brackets and country – Headcount 27

5 DIVERSITY

- Percentage of women in Senior Management Positions per country 28
- Senior employment maintenance – Average age of departure for people 55 years old and over per country 29
- Number of nationalities per country 30
- Number of disabled employees 31

6 TRAINING

- Percentage of employees who attended a training course and average number of hours of training per employee 32
- Number of training sessions attended within the framework of e-learning 33

7 MOBILITY

- Number of filled positions via e-jobs / Taléo 34
- Mobility declared by the employee 35

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, 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: Group Tax Department, BNP Paribas Consulting & Transformation, Group Communication, Public Affairs, General Direction, Company Engagement, Compliance, Economic Research, Collective Management, Group Finance, Legal, Group Strategic Sourcing, Imex, General Inspection, Group IT, ITP, Corporate & Social Responsibility, Group Human Resources, Risk, Strategy & Development

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: FRB French Retail Banking; BNL Italian Retail Banking; FTC Fixed-Term Contract, PTC Permanent-Term Contract; CIB Corporate and Institutional Banking; FTE Full-Time Equivalent; IFS International Financial Services; RB Retail Banking; VIE Volunteers for International Experience.

FULL-TIME EQUIVALENT PER OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS

2018					100%	2019					100%
MALE		FEMALE		TOTAL	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
10,852	40.3%	16,093	59.7%	26,945	FRB	10,378	39.9%	15,641	60.1%	26,020	
7,034	55.3%	5,690	44.7%	12,723	BNL	6,319	53.1%	5,580	46.9%	11,899	
5,795	48.3%	6,195	51.7%	11,990	RB Belgium	5,334	48.6%	5,645	51.4%	10,980	
941	53.2%	828	46.8%	1,769	RB Luxembourg	899	52.8%	805	47.2%	1,705	
2,854	49.5%	2,914	50.5%	5,768	Arval	3,000	49.1%	3,115	50.9%	6,115	
127	51.4%	120	48.6%	247	Nickel	160	51.3%	152	48.7%	312	
1,499	49.6%	1,526	50.4%	3,024	Leasing Solutions	1,561	49.3%	1,603	50.7%	3,164	
871	61.0%	557	39.0%	1,428	Personal Investors	862	61.2%	547	38.8%	1,408	
60	43.9%	77	56.1%	137	PACE	49	47.2%	55	52.8%	104	
2,842	32.5%	5,910	67.5%	8,752	IRB	2,541	33.0%	5,148	67.0%	7,690	
7,440	42.3%	10,134	57.7%	17,573	Personal Finance	7,466	42.8%	9,989	57.2%	17,455	
2,489	47.2%	2,779	52.8%	5,268	Insurance	2,557	47.3%	2,854	52.7%	5,411	
4,161	53.1%	3,683	46.9%	7,844	Other IFS Businesses	4,258	53.2%	3,739	46.8%	7,997	
10,370	56.5%	7,983	43.5%	18,353	CIB	10,243	56.3%	7,960	43.7%	18,203	
6,794	49.5%	6,936	50.5%	13,729	Group Functions	6,960	49.3%	7,156	50.7%	14,116	
568	56.9%	429	43.1%	997	Other Activities	651	57.9%	473	42.1%	1,124	
64,696	47.4%	71,852	52.6%	136,548	TOTAL	63,239	47.3%	70,463	52.7%	133,702	

HEADCOUNT PER OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS

2018					100%	2019					100%
MALE		FEMALE		TOTAL	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
10,915	39.4%	16,797	60.6%	27,712	FRB	10,438	39.0%	16,319	61.0%	26,757	
7,090	54.5%	5,931	45.5%	13,021	BNL	6,351	52.3%	5,790	47.7%	12,141	
5,934	46.5%	6,833	53.5%	12,767	RB Belgium	5,460	46.8%	6,201	53.2%	11,661	
963	50.1%	959	49.9%	1,922	RB Luxembourg	923	49.7%	936	50.3%	1,859	
2,885	48.4%	3,076	51.6%	5,961	Arval	3,019	47.9%	3,279	52.1%	6,298	
127	51.4%	120	48.6%	247	Nickel	160	51.3%	152	48.7%	312	
1,508	48.4%	1,605	51.6%	3,113	Leasing Solutions	1,569	48.2%	1,686	51.8%	3,255	
884	57.8%	645	42.2%	1,529	Personal Investors	877	57.9%	637	42.1%	1,514	
60	43.8%	77	56.2%	137	PACE	49	46.7%	56	53.3%	105	
3,078	33.3%	6,157	66.7%	9,235	IRB	2,779	33.8%	5,438	66.2%	8,217	
7,566	41.3%	10,761	58.7%	18,327	Personal Finance	7,561	41.8%	10,544	58.2%	18,105	
2,524	46.5%	2,909	53.5%	5,433	Insurance	2,595	46.5%	2,980	53.5%	5,575	
4,241	52.1%	3,906	47.9%	8,147	Other IFS Businesses	4,314	52.2%	3,949	47.8%	8,263	
10,415	55.9%	8,203	44.1%	18,618	CIB	10,291	55.7%	8,180	44.3%	18,471	
6,860	48.8%	7,201	51.2%	14,061	Group Functions	7,011	48.6%	7,404	51.4%	14,415	
571	56.5%	439	43.5%	1,010	Other Activities	655	57.3%	488	42.7%	1,143	
65,621	46.5%	75,619	53.5%	141,240	TOTAL	64,052	46.4%	74,039	53.6%	138,091	

FULL-TIME EQUIVALENT PER COUNTRY AND GENDER

2018					100%	2019					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
3,293	56.2%	2,569	43.8%	5,861	Germany	3,379	56.8%	2,566	43.2%	5,945	
146	50.0%	146	50.0%	292	Austria	146	51.1%	139	48.9%	285	
7,219	49.7%	7,294	50.3%	14,514	Belgium	6,778	49.9%	6,808	50.1%	13,586	
208	22.0%	737	78.0%	945	Bulgaria	189	20.6%	730	79.4%	919	
129	51.6%	121	48.4%	251	Denmark	144	51.1%	138	48.9%	283	
1,735	48.2%	1,865	51.8%	3,601	Spain	1,887	48.7%	1,989	51.3%	3,876	
16	59.3%	11	40.7%	27	Finland	19	59.4%	13	40.6%	32	
26,300	44.9%	32,279	55.1%	58,579	France	25,760	44.9%	31,669	55.1%	57,429	
32	52.5%	29	47.5%	61	Greece	34	50.4%	33	49.6%	67	
221	39.4%	341	60.6%	562	Hungary	208	38.4%	333	61.6%	541	
342	56.0%	269	44.0%	611	Ireland	308	55.1%	251	44.9%	559	
10,194	53.5%	8,845	46.5%	19,040	Italy	9,527	51.8%	8,854	48.2%	18,381	
2,009	54.5%	1,676	45.5%	3,685	Luxembourg	1,981	54.1%	1,679	45.9%	3,660	
81	54.3%	68	45.7%	148	Norway	92	55.4%	74	44.6%	165	
649	67.5%	313	32.5%	962	Netherlands	655	67.8%	311	32.2%	966	
4,076	34.6%	7,708	65.4%	11,784	Poland	3,873	35.8%	6,949	64.2%	10,822	
2,402	46.4%	2,776	53.6%	5,178	Portugal	2,754	46.1%	3,219	53.9%	5,973	
403	47.4%	447	52.6%	850	Czech Republic	389	46.9%	440	53.1%	829	
294	28.7%	729	71.3%	1,023	Romania	305	29.6%	727	70.4%	1,032	
4,696	59.0%	3,264	41.0%	7,959	United Kingdom	4,536	58.9%	3,160	41.1%	7,696	
125	35.5%	228	64.5%	353	Slovakia	142	37.4%	238	62.6%	380	
124	47.4%	137	52.6%	261	Sweden	133	48.3%	142	51.7%	275	
64,696	47.4%	71,852	52.6%	136,548	TOTAL	63,239	47.3%	70,463	52.7%	133,702	

HEADCOUNT PER COUNTRY AND GENDER

2018					COUNTRIES	2019				
MALE		FEMALE		TOTAL		MALE		FEMALE		TOTAL
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	
3,378	53.9%	2,885	46.1%	6,263	Germany	3,421	54.8%	2,822	45.2%	6,243
148	47.3%	165	52.7%	313	Austria	149	48.7%	157	51.3%	306
7,385	48.0%	8,003	52.0%	15,388	Belgium	6,925	48.2%	7,436	51.8%	14,361
212	22.3%	739	77.7%	951	Bulgaria	194	20.9%	733	79.1%	927
136	50.6%	133	49.4%	269	Denmark	150	50.0%	150	50.0%	300
1,751	47.1%	1,970	52.9%	3,721	Spain	1,904	47.5%	2,105	52.5%	4,009
16	59.3%	11	40.7%	27	Finland	19	59.4%	13	40.6%	32
26,430	44.1%	33,533	55.9%	59,963	France	25,901	44.0%	32,911	56.0%	58,812
32	52.5%	29	47.5%	61	Greece	34	50.0%	34	50.0%	68
230	38.7%	365	61.3%	595	Hungary	210	37.4%	351	62.6%	561
343	55.4%	276	44.6%	619	Ireland	309	54.4%	259	45.6%	568
10,282	52.5%	9,302	47.5%	19,584	Italy	9,587	50.8%	9,281	49.2%	18,868
2,057	52.0%	1,895	48.0%	3,952	Luxembourg	2,031	51.7%	1,901	48.3%	3,932
81	54.4%	68	45.6%	149	Norway	92	55.4%	74	44.6%	166
661	64.7%	360	35.3%	1,021	Netherlands	667	65.0%	359	35.0%	1,026
4,390	35.3%	8,037	64.7%	12,427	Poland	4,160	36.4%	7,278	63.6%	11,438
2,403	46.4%	2,777	53.6%	5,180	Portugal	2,755	46.1%	3,222	53.9%	5,977
408	46.5%	469	53.5%	877	Czech Republic	394	45.9%	465	54.1%	859
298	28.1%	761	71.9%	1,059	Romania	308	29.3%	742	70.7%	1,050
4,723	57.7%	3,463	42.3%	8,186	United Kingdom	4,563	57.6%	3,359	42.4%	7,922
128	35.6%	232	64.4%	360	Slovakia	145	37.4%	243	62.6%	388
129	46.9%	146	53.1%	275	Sweden	134	48.2%	144	51.8%	278
65,621	46.5%	75,619	53.5%	141,240	TOTAL	64,052	46.4%	74,039	53.6%	138,091

FULL-TIME EQUIVALENT PER COUNTRY AND OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS

COUNTRIES	2019																100%
	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS																
	FRB	BNL	RB BELGIUM	RB LUXEMBOURG	ARVAL	NICKEL	LEASING SOLUTIONS	PERSONAL INVESTORS	PACE	IRB	PERSONAL FINANCE	INSURANCE	OTHER IFS BUSINESSES	CIB	GROUP FUNCTIONS	OTHER ACTIVITIES	TOTAL
Germany	3		83		339		294	1,232			1,696	165	926	861	335	12	5,945
Austria					31		19	138			23	24	5	24	21		285
Belgium			10,817		373		133				398	93	403	414	861	95	13,586
Bulgaria											799	42		48	28	2	919
Denmark			23		28						180	5		27	19	1	283
Spain	19				699		96	18			1,409	98	290	1,032	210	4	3,876
Finland					26									6			32
France	25,933				1,865	312	1,354	21	104	327	5,642	2,902	3,566	5,535	8,914	954	57,429
Greece					29						7		1	30			67
Hungary					31					1	311	42	29	87	37	4	541
Ireland					24								39	457	35	6	559
Italy	12	11,899			1,052		419				2,482	635	267	672	936	6	18,381
Luxembourg			1	1,705	37		12					290	377	968	263	6	3,660
Norway					14		24				8	8	46	53	12	1	165
Netherlands			17		271		81				55	100	142	238	59	4	966
Poland					178		207			7,362	1,215	118	109	1,097	533	3	10,822
Portugal	52				77		31				677	316	116	3,722	974	9	5,973
Czech Republic					101						481	153	26	24	42	1	829
Romania					55		49				822	26	19	21	40	1	1,032
United Kingdom			39		673		445				1,037	276	1,615	2,837	759	16	7,696
Slovakia					172						160	33			15		380
Sweden					40						53	85	22	50	24	1	275
TOTAL	26,020	11,899	10,980	1,705	6,115	312	3,164	1,408	104	7,690	17,455	5,411	7,997	18,203	14,116	1,124	133,702

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

RB Belgium (Belgium excluded): Fortis Commercial Finance, BNP Factoring Support, BNP Paribas Factor, BNP Paribas Commercial Finance

FULL-TIME EQUIVALENT PER CONTRACT, OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS AND PER GENDER

2018						OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	2019					
FTC			PTC				FTC			PTC		
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
410	587	997	10,442	15,506	25,948	FRB	262	445	707	10,116	15,196	25,312
39	51	90	6,995	5,639	12,633	BNL	84	106	190	6,234	5,474	11,709
42	51	93	5,753	6,144	11,897	RB Belgium	28	31	59	5,306	5,614	10,921
2	10	12	939	818	1,757	RB Luxembourg	9	13	22	890	792	1,683
143	127	270	2,711	2,787	5,499	Arval	131	159	290	2,869	2,956	5,825
4	5	9	123	115	238	Nickel	10	5	15	150	147	297
63	78	140	1,436	1,448	2,884	Leasing Solutions	72	66	137	1,490	1,537	3,027
7	17	24	864	539	1,404	Personal Investors	8	10	18	854	537	1,390
0	0	0	60	77	137	PACE	0	1	1	49	54	103
461	1,273	1,734	2,381	4,637	7,019	IRB	503	1,085	1,588	2,038	4,063	6,102
495	865	1,360	6,944	9,269	16,213	Personal Finance	516	766	1,282	6,950	9,223	16,173
74	101	176	2,414	2,678	5,092	Insurance	56	90	146	2,501	2,764	5,265
107	102	209	4,055	3,581	7,635	Other IFS Businesses	97	122	220	4,161	3,617	7,778
376	384	760	9,994	7,598	17,593	CIB	301	328	630	9,942	7,631	17,574
85	127	212	6,709	6,808	13,517	Group Functions	69	104	173	6,891	7,052	13,943
2	0	2	566	429	995	Other Activities	3	3	6	648	470	1,118
2,309	3,779	6,087	62,387	68,074	130,461	TOTAL	2,148	3,334	5,483	61,090	67,128	128,219

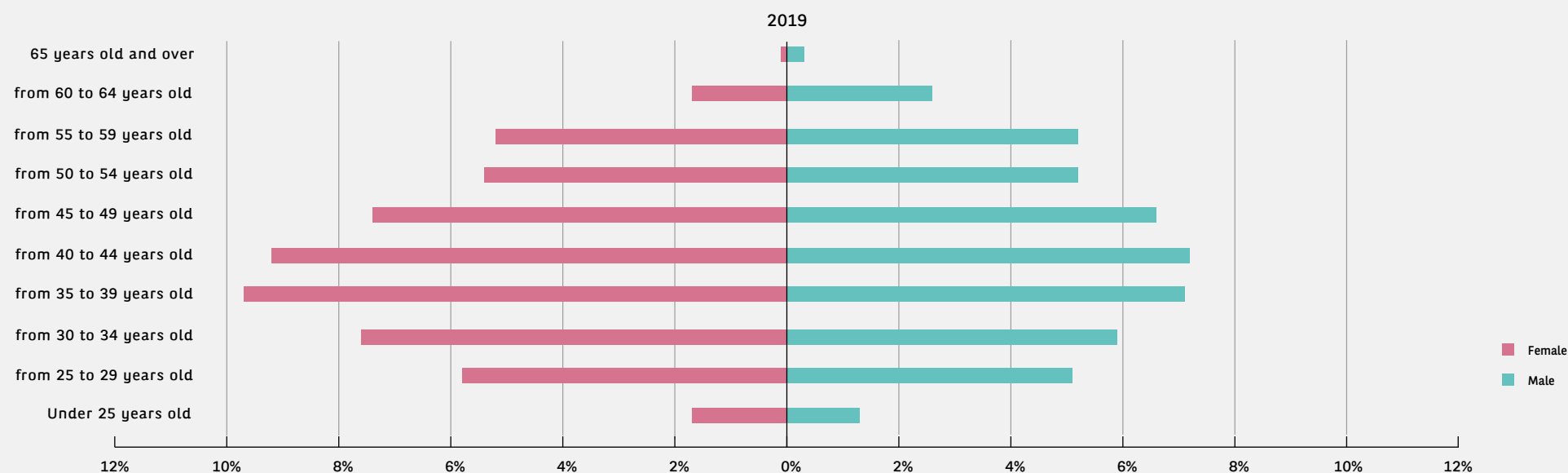
FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

2018						100%	2019						100%
FTC			PTC			COUNTRIES	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
91	98	188	3,202	2,471	5,673	Germany	103	103	206	3,276	2,463	5,739	
1	2	3	145	144	289	Austria	2	2	4	144	137	282	
78	59	137	7,141	7,236	14,377	Belgium	51	46	96	6,727	6,762	13,490	
17	82	99	191	655	846	Bulgaria	10	57	67	179	673	852	
0	2	2	129	119	249	Denmark	0	2	2	144	136	281	
137	176	313	1,599	1,690	3,288	Spain	126	173	299	1,761	1,816	3,577	
3	1	4	13	10	23	Finland	2	1	3	17	12	29	
585	907	1,492	25,715	31,372	57,087	France	498	802	1,300	25,262	30,867	56,129	
1	0	1	31	29	60	Greece	0	1	1	34	32	66	
7	10	17	214	331	545	Hungary	6	5	11	202	329	530	
33	29	61	309	240	550	Ireland	22	24	46	286	227	513	
266	377	643	9,928	8,468	18,396	Italy	279	336	615	9,247	8,518	17,766	
39	44	83	1,970	1,633	3,603	Luxembourg	47	53	100	1,934	1,626	3,560	
4	6	10	77	62	138	Norway	5	4	9	87	70	156	
92	47	139	558	266	824	Netherlands	71	43	114	585	267	852	
786	1,690	2,475	3,290	6,019	9,309	Poland	763	1,423	2,186	3,110	5,525	8,636	
60	92	152	2,342	2,684	5,026	Portugal	66	127	193	2,689	3,092	5,780	
17	41	58	387	406	792	Czech Republic	11	28	38	379	412	791	
5	10	14	290	719	1,009	Romania	4	17	21	301	711	1,012	
60	65	125	4,635	3,199	7,834	United Kingdom	69	61	130	4,467	3,100	7,567	
17	35	52	108	193	301	Slovakia	9	22	31	133	216	349	
12	9	21	112	129	241	Sweden	6	6	12	127	136	263	
2,309	3,779	6,087	62,387	68,074	130,461	TOTAL	2,148	3,334	5,483	61,090	67,128	128,219	

AGE PYRAMID - HEADCOUNT

2018			AGE BRACKETS	2019		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
73.7%	26.3%	0.4%	65 years old and over	69.9%	30.1%	0.4%
64.5%	35.5%	4.2%	From 60 to 64 years old	61.1%	38.9%	4.3%
50.7%	49.3%	10.4%	From 55 to 59 years old	50.3%	49.7%	10.4%
49.2%	50.8%	10.5%	From 50 to 54 years old	49.1%	50.9%	10.5%
48.0%	52.0%	13.0%	From 45 to 49 years old	47.7%	52.3%	13.9%
44.5%	55.5%	16.2%	From 40 to 44 years old	43.9%	56.1%	16.4%
41.9%	58.1%	17.0%	From 35 to 39 years old	42.0%	58.0%	16.6%
43.6%	56.4%	13.9%	From 30 to 34 years old	43.9%	56.1%	13.5%
44.9%	55.1%	11.3%	From 25 to 29 years old	46.3%	53.7%	10.9%
42.4%	57.6%	3.3%	Under 25 years old	42.6%	57.4%	3.0%

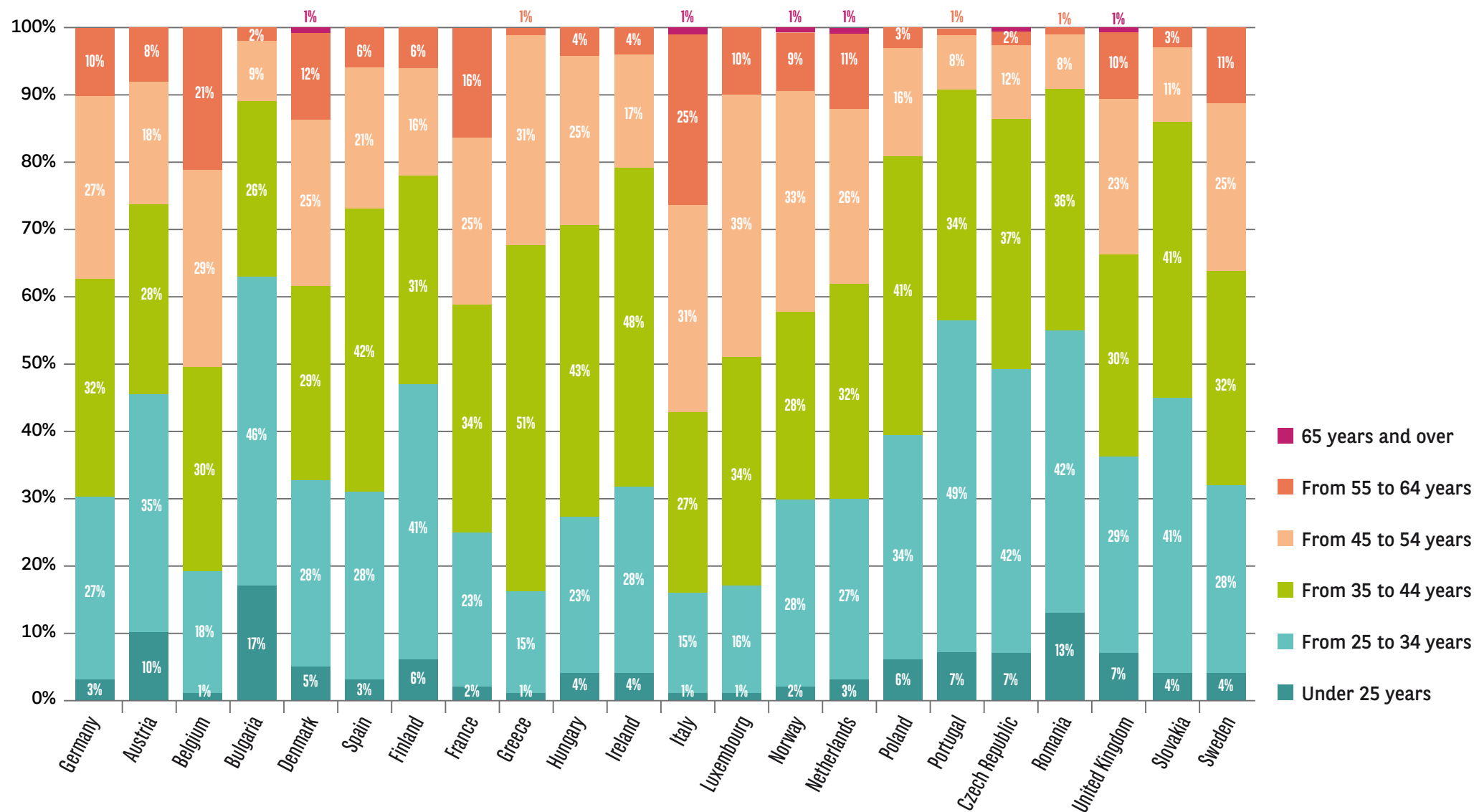
Percentages per gender are calculated on the basis of the total of each line.
 Percentages of the "global" column are calculated on the basis of the total headcount.



DISTRIBUTION OF HEADCOUNT PER AGE AND COUNTRY

2019

100%



AVERAGE AGE PER COUNTRY AND GENDER – HEADCOUNT

2018			100%	2019			100%
MALE	FEMALE	GLOBAL		COUNTRIES	MALE	FEMALE	GLOBAL
41.6	39.9	40.8		Germany	41.6	40.6	41.2
37.5	37.3	37.4		Austria	37.6	38.1	37.8
45.3	44.3	44.8		Belgium	45.6	44.6	45.1
33.6	32.5	32.7		Bulgaria	34.9	33.2	33.6
42.0	41.4	41.7		Denmark	41.3	41.3	41.3
40.0	39.6	39.8		Spain	40.0	39.7	39.8
35.3	38.1	36.5		Finland	35.8	37.1	36.3
43.1	42.1	42.5		France	43.4	42.5	42.9
42.4	41.3	41.8		Greece	42.2	40.7	41.4
38.9	39.5	39.3		Hungary	39.9	40.3	40.1
38.1	37.8	38.0		Ireland	38.8	38.5	38.7
49.1	44.7	47.0		Italy	48.5	44.9	46.8
43.9	43.6	43.7		Luxembourg	44.1	43.9	44.0
43.1	41.0	42.1		Norway	42.5	41.6	42.1
41.8	39.9	41.1		Netherlands	42.0	40.4	41.5
36.9	37.4	37.3		Poland	37.3	37.8	37.6
33.7	34.0	33.9		Portugal	34.3	34.7	34.5
36.7	35.1	35.9		Czech Republic	37.0	35.7	36.3
34.4	33.4	33.7		Romania	35.4	33.8	34.3
40.3	39.0	39.8		United Kingdom	40.7	39.4	40.1
36.6	35.9	36.2		Slovakia	36.7	36.5	36.5
41.0	40.7	40.8		Sweden	40.7	41.5	41.1
43.0	41.3	42.1		AVERAGE AGE	43.0	41.7	42.3

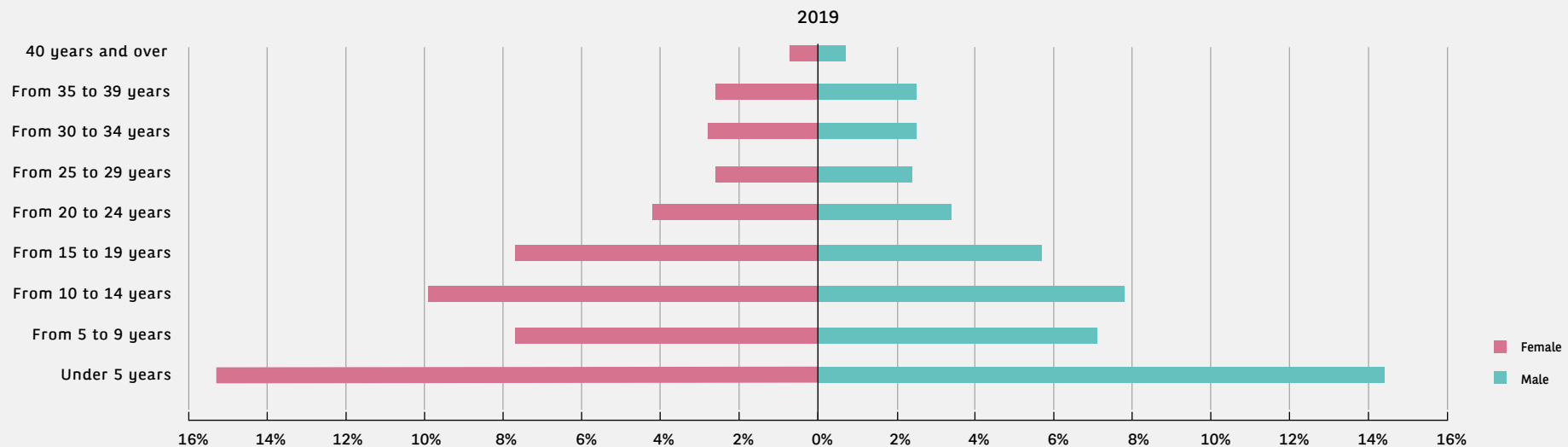
GROUP SENIORITY PYRAMID – HEADCOUNT

2018			100%	2019			100%
DISTRIBUTION			SENIORITY BRACKETS	DISTRIBUTION			
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL	
51.0%	49.0%	1.4%	40 years and over	48.4%	51.6%	1.4%	
50.8%	49.2%	5.7%	From 35 to 39 years	49.2%	50.8%	5.1%	
50.2%	49.8%	5.4%	From 30 to 34 years	47.5%	52.5%	5.3%	
45.9%	54.1%	5.2%	From 25 to 29 years	46.0%	54.0%	4.8%	
46.2%	53.8%	6.1%	From 20 to 24 years	45.2%	54.8%	7.6%	
42.7%	57.3%	13.3%	From 15 to 19 years	42.4%	57.6%	13.4%	
43.9%	56.1%	17.9%	From 10 to 14 years	44.0%	56.0%	17.7%	
47.4%	52.6%	14.5%	From 5 to 9 years	47.6%	52.4%	14.9%	
47.6%	52.4%	30.5%	Under 5 years	48.5%	51.5%	29.6%	

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.

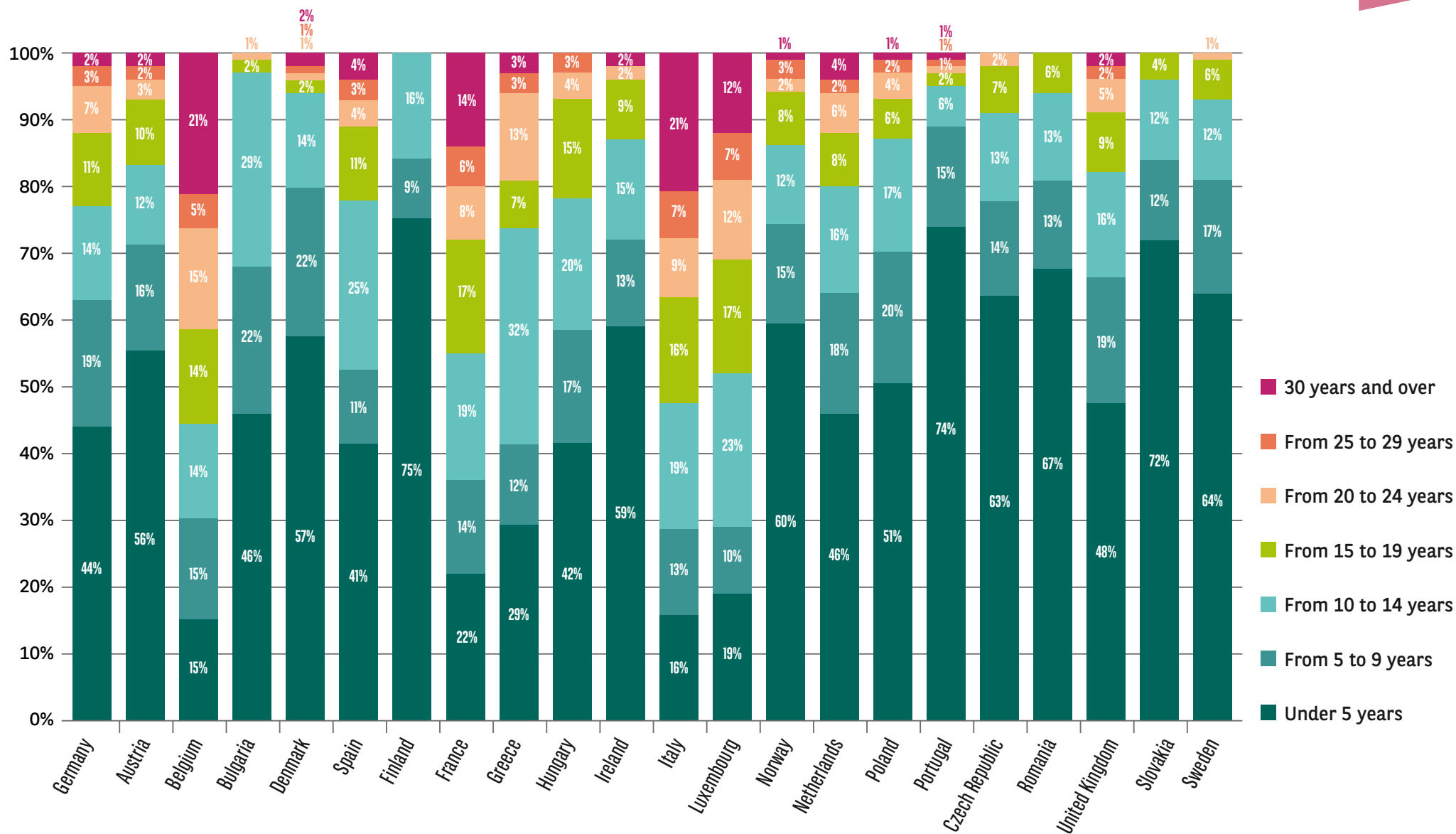
When third-party companies are acquired by BNP Paribas, the seniority used for the purpose of the audit is that of the employee's arrival in the original company.



DISTRIBUTION OF HEADCOUNT PER GROUP SENIORITY AND COUNTRY

2019

100%



AVERAGE GROUP SENIORITY PER COUNTRY AND GENDER

2018			100%	2019			100%
MALE	FEMALE	GLOBAL		COUNTRIES	MALE	FEMALE	GLOBAL
8.4	8.7	8.5		Germany	8.8	9.3	9.0
6.8	7.6	7.2		Austria	6.9	8.0	7.5
17.7	17.9	17.8		Belgium	17.8	18.1	18.0
6.4	5.7	5.9		Bulgaria	7.5	6.3	6.6
5.0	7.7	6.3		Denmark	5.5	7.4	6.4
10.1	10.5	10.3		Spain	9.5	10.3	9.9
4.2	4.1	4.2		Finland	3.9	3.9	3.9
14.8	15.7	15.3		France	14.9	15.9	15.5
12.2	12.2	12.2		Greece	11.5	10.8	11.1
7.8	8.7	8.4		Hungary	8.3	9.2	8.9
5.4	6.9	6.1		Ireland	6.3	7.8	6.9
19.8	16.7	18.3		Italy	19.0	16.9	18.0
14.9	16.4	15.6		Luxembourg	15.0	16.7	15.8
6.0	7.1	6.5		Norway	6.1	7.0	6.5
8.8	9.0	8.9		Netherlands	8.9	9.1	9.0
4.4	5.5	5.1		Poland	6.6	7.6	7.2
4.1	4.2	4.1		Portugal	4.2	4.3	4.3
5.7	5.0	5.3		Czech Republic	6.0	5.6	5.8
4.7	4.3	4.4		Romania	4.9	4.8	4.8
8.3	7.4	7.9		United Kingdom	8.5	7.7	8.2
5.2	4.4	4.6		Slovakia	4.6	4.5	4.5
5.0	5.4	5.2		Sweden	5.3	5.4	5.4
13.5	13.3	13.4		AVERAGE GROUP SENIORITY	13.5	13.7	13.6

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

FULL-TIME EQUIVALENT PER PROFESSIONAL FIELD AND COUNTRY

2018					97%	2019					98%
DISTRIBUTION					COUNTRIES	DISTRIBUTION					
SALES	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT	TOTAL	SIGNIFICANCE RATE		SALES	OPERATIONS PROCESSING	SUPPORT FUNCTIONS & TOP MANAGEMENT	TOTAL	SIGNIFICANCE RATE	
49.2%	15.8%	34.9%	4,396	75%	Germany	55.3%	11.9%	32.8%	5,472	92%	
41.5%	21.8%	36.6%	288	99%	Austria	37.9%	24.6%	37.5%	279	98%	
55.3%	9.1%	35.6%	14,468	100%	Belgium	55.1%	9.3%	35.5%	13,493	99%	
78.4%	2.9%	18.7%	943	100%	Bulgaria	78.3%	2.9%	18.9%	919	100%	
47.8%	10.3%	42.0%	251	100%	Denmark	50.8%	8.5%	40.7%	282	100%	
43.2%	18.6%	38.2%	3,585	100%	Spain	42.5%	18.0%	39.5%	3,841	99%	
51.9%	25.9%	22.2%	27	100%	Finland	46.9%	28.1%	25.0%	32	100%	
51.1%	11.2%	37.8%	57,394	98%	France	50.9%	10.4%	38.7%	56,247	98%	
22.6%	43.4%	34.0%	53	87%	Greece	28.1%	34.8%	37.1%	60	90%	
47.5%	11.2%	41.3%	562	100%	Hungary	47.2%	10.9%	41.9%	540	100%	
7.7%	50.9%	41.5%	572	94%	Ireland	9.7%	48.9%	41.4%	522	93%	
57.0%	14.2%	28.8%	18,711	98%	Italy	57.2%	13.5%	29.3%	18,245	99%	
30.7%	25.3%	44.0%	3,644	99%	Luxembourg	30.4%	25.4%	44.2%	3,641	99%	
51.2%	10.0%	38.8%	148	100%	Norway	51.4%	10.8%	37.8%	165	100%	
37.4%	22.5%	40.0%	909	94%	Netherlands	39.3%	20.8%	39.9%	904	94%	
60.9%	15.7%	23.4%	11,436	97%	Poland	58.7%	15.5%	25.8%	10,591	98%	
13.3%	50.6%	36.1%	5,175	100%	Portugal	13.8%	48.5%	37.7%	5,965	100%	
51.1%	10.6%	38.3%	850	100%	Czech Republic	50.6%	9.2%	40.2%	829	100%	
61.9%	4.2%	33.9%	1,011	99%	Romania	60.1%	4.6%	35.3%	1,031	100%	
50.5%	10.3%	39.2%	7,138	90%	United Kingdom	49.8%	9.9%	40.3%	6,976	91%	
49.2%	24.4%	26.4%	353	100%	Slovakia	44.6%	25.6%	29.8%	380	100%	
34.6%	23.3%	42.1%	217	83%	Sweden	41.2%	20.9%	37.9%	275	100%	
50.8%	14.2%	35.0%	132,133	97%	TOTAL	50.4%	13.8%	35.8%	130,690	98%	

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

RECRUITMENTS OF PERMANENT-TERM CONTRACTS PER GENDER - HEADCOUNT

2018			100%	2019			100%
HEADCOUNT			RECRUITMENTS	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
5,594	5,387	10,981	PTC	4,422	4,196	8,618	
822	1,186	2,008	Conversions from FTC to PTC	830	1,249	2,079	
6,416	6,573	12,989	TOTAL	5,252	5,445	10,697	

2018			100%	2019			100%
DISTRIBUTION			RECRUITMENTS	DISTRIBUTION			
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL	
50.9%	49.1%	84.4%	PTC	51.3%	48.7%	80.6%	
40.9%	59.1%	15.5%	Conversions from FTC to PTC	39.9%	60.1%	19.4%	
49.4%	50.6%	100.0%	TOTAL	49.1%	50.9%	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

2018	100%	2019	100%
345		-605	

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

2018			100%	2019			100%
PTC		RECRUITMENTS	COUNTRIES	PTC		RECRUITMENTS	
MALE	FEMALE			MALE	FEMALE		
51.1%	48.9%	994	Germany	59.0%	41.0%	736	
46.4%	53.6%	69	Austria	50.0%	50.0%	48	
56.2%	43.8%	634	Belgium	55.3%	44.7%	550	
24.0%	76.0%	242	Bulgaria	22.0%	78.0%	191	
52.1%	47.9%	48	Denmark	57.6%	42.4%	66	
54.2%	45.8%	546	Spain	54.7%	45.3%	581	
50.0%	50.0%	14	Finland	60.0%	40.0%	5	
51.5%	48.5%	4,174	France	50.4%	49.6%	3,085	
50.0%	50.0%	4	Greece	54.5%	45.5%	11	
45.7%	54.3%	105	Hungary	43.6%	56.4%	78	
58.2%	41.8%	134	Ireland	66.7%	33.3%	30	
48.6%	51.4%	914	Italy	49.1%	50.9%	586	
58.8%	41.2%	255	Luxembourg	55.2%	44.8%	223	
62.9%	37.1%	35	Norway	51.9%	48.1%	27	
69.2%	30.8%	52	Netherlands	68.2%	31.8%	44	
39.7%	60.3%	970	Poland	37.8%	62.2%	1,200	
48.0%	52.0%	1,676	Portugal	48.8%	51.2%	1,468	
48.3%	51.7%	203	Czech Republic	53.3%	46.7%	165	
29.1%	70.9%	381	Romania	28.1%	71.9%	342	
53.0%	47.0%	1,450	United Kingdom	53.2%	46.8%	1,090	
31.7%	68.3%	41	Slovakia	46.0%	54.0%	113	
50.0%	50.0%	48	Sweden	55.2%	44.8%	58	
49.4%	50.6%	12,989	TOTAL	49.1%	50.9%	10,697	

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

2018			100%	2019			100%
HEADCOUNT			DEPARTURES PER REASON	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
1,032	937	1,969	Retirements and Early Retirements	1,536	981	2,517	
2,802	2,777	5,579	Resignations	3,069	3,350	6,419	
494	572	1,066	Dismissals	616	616	1,232	
465	637	1,102	Mutual agreed departures	548	679	1,227	
1,071	1,250	2,321	Others*	1,082	1,169	2,251	
5,864	6,173	12,037	TOTAL	6,851	6,795	13,646	

2018			DEPARTURES PER REASON	2019		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL	MALE	FEMALE	GLOBAL	
52.4%	47.6%	16.4%	Retirements and Early Retirements	61.0%	39.0%	18.4%
50.2%	49.8%	46.3%	Resignations	47.8%	52.2%	47.0%
46.3%	53.7%	8.9%	Dismissals	50.0%	50.0%	9.0%
42.2%	57.8%	9.2%	Mutual agreed departures	44.7%	55.3%	9.0%
46.1%	53.9%	19.3%	Others*	48.1%	51.9%	16.5%
48.7%	51.3%	100.0%	TOTAL	50.2%	49.8%	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: assisted departure plans, deaths, end of trial period, other group leaving (unspecified).

PERIMETER CHANGES – FULL-TIME EQUIVALENT

2017 / 2018		100%	2018 / 2019		100%
FTEs	Rate	Perimeter changes	FTEs	Rate	
3,784	2.8%			67	0.0%

DEPARTURE RATE PER REASON AND COUNTRY – HEADCOUNT

COUNTRIES	2019						TOTAL	DEPARTURES
	DEPARTURES PER REASON							
	RETIREMENTS AND EARLY RETIREMENTS	RESIGNATIONS	DISMISSALS	MUTUAL AGREED DEPARTURES	OTHERS*			
Germany	0.2%	6.6%	0.6%	1.7%	3.0%	12.1%	703	
Austria	0.0%	1.3%	0.3%	1.0%	15.8%	18.4%	57	
Belgium	2.7%	3.8%	1.1%	0.7%	0.8%	9.0%	1,376	
Bulgaria	0.0%	27.0%	0.0%	1.5%	1.6%	30.2%	257	
Denmark	0.0%	1.9%	0.4%	0.4%	13.1%	15.7%	42	
Spain	0.0%	5.0%	2.6%	0.1%	0.8%	8.4%	285	
Finland	0.0%	0.0%	0.0%	0.0%	13.0%	13.0%	3	
France	1.8%	3.1%	1.0%	0.6%	0.8%	7.2%	4,211	
Greece	0.0%	3.3%	0.0%	1.7%	0.0%	5.0%	3	
Hungary	0.0%	1.0%	0.2%	2.9%	15.4%	19.6%	113	
Ireland	0.2%	12.6%	0.5%	0.2%	1.8%	15.3%	85	
Italy	4.8%	1.2%	0.3%	0.3%	0.2%	6.8%	1,292	
Luxembourg	0.8%	3.7%	0.6%	0.4%	0.5%	6.0%	231	
Norway	0.0%	3.6%	0.0%	0.7%	2.9%	7.2%	10	
Netherlands	0.0%	5.7%	1.4%	1.0%	3.4%	11.5%	101	
Poland	0.8%	7.8%	1.7%	4.4%	6.4%	21.2%	2,031	
Portugal	0.0%	13.0%	0.3%	0.1%	3.6%	17.0%	853	
Czech Republic	0.0%	11.0%	0.9%	4.9%	6.1%	22.9%	187	
Romania	0.3%	29.9%	0.1%	3.0%	0.6%	33.8%	353	
United Kingdom	0.1%	11.6%	0.7%	0.7%	3.7%	16.8%	1,322	
Slovakia	0.0%	10.4%	0.3%	3.6%	14.0%	28.3%	87	
Sweden	0.5%	14.6%	1.0%	1.5%	3.9%	21.4%	44	
TOTAL	1.9%	4.8%	0.9%	0.9%	1.7%	10.2%	13,646	

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

*Others: assisted departure plans, deaths, end of trial period, other group leaving (unspecified).

3 | ABSENTEEISM, LEAVES & WORK RELATED ACCIDENTS

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

COUNTRIES	2019		
	RATE OF ABSENTEEISM AND LEAVES		
	ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY AND PATERNITY*
Germany	5.5%	0.0%	4.1%
Austria	0.7%	0.0%	0.6%
Belgium	4.9%	0.0%	0.9%
Bulgaria	3.8%	0.0%	13.5%
Denmark	3.6%	0.0%	2.3%
Spain	2.2%	0.0%	1.0%
Finland	0.0%	0.0%	0.0%
France	4.5%	0.1%	2.2%
Greece	0.5%	0.0%	4.1%
Hungary	4.8%	0.0%	7.9%
Ireland	0.6%	0.0%	2.2%
Italy	3.3%	0.1%	2.3%
Luxembourg	2.3%	0.0%	0.9%
Norway	3.9%	0.0%	2.7%
Netherlands	3.9%	0.0%	1.0%
Poland	6.5%	0.1%	7.9%
Portugal	2.3%	0.1%	1.6%
Czech Republic	2.6%	0.1%	15.6%
Romania	2.5%	0.0%	7.2%
United Kingdom	2.0%	0.0%	2.2%
Slovakia	4.2%	0.0%	10.9%
Sweden	4.2%	0.0%	4.0%
TOTAL	4.2%	0.1%	2.7%

95%

%: non-significant data.

* the maternity/paternity rate includes maternity and paternity leaves, parental leaves, as well as adoption leaves.

PART-TIME WORKERS PER COUNTRY AND GENDER – HEADCOUNT

2018							98%	2019							99%
MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	COUNTRIES	MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	
HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%		
161	4.8%	719	24.9%	880	14.1%	76%	Germany	141	4.5%	810	31.0%	951	16.5%	92%	
5	3.4%	50	30.3%	55	17.6%	99%	Austria	10	6.8%	44	28.8%	54	18.0%	98%	
708	9.6%	2,961	37.0%	3,669	23.8%	100%	Belgium	622	9.1%	2,656	35.9%	3,278	23.0%	99%	
8	3.8%	8	1.1%	16	1.7%	100%	Bulgaria	10	5.2%	12	1.6%	22	2.4%	100%	
9	6.6%	28	21.1%	37	13.8%	100%	Denmark	8	5.3%	28	18.7%	36	12.0%	100%	
72	4.1%	494	25.1%	566	15.2%	100%	Spain	75	4.0%	542	26.0%	617	15.5%	99%	
-	0.0%	-	0.0%	0	0.0%	100%	Finland	-	0.0%	-	0.0%	0	0.0%	100%	
416	1.6%	5,463	16.4%	5,879	9.8%	99%	France	411	1.6%	5,407	16.6%	5,818	10.0%	99%	
-	0.0%	-	0.0%	0	0.0%	87%	Greece	-	0.0%	1	3.3%	1	1.6%	90%	
19	8.3%	65	17.8%	84	14.1%	100%	Hungary	7	3.3%	64	18.2%	71	12.7%	100%	
3	0.9%	19	6.9%	22	3.6%	100%	Ireland	3	1.0%	24	9.3%	27	4.8%	100%	
248	2.4%	1,892	20.3%	2,140	10.9%	99%	Italy	191	2.0%	1,803	19.5%	1,994	10.6%	99%	
172	8.4%	807	42.6%	979	24.8%	100%	Luxembourg	183	9.0%	806	42.4%	989	25.2%	100%	
1	1.2%	1	1.5%	2	1.3%	100%	Norway	1	1.1%	2	2.7%	3	1.8%	100%	
80	12.1%	175	48.6%	255	25.0%	99%	Netherlands	89	13.5%	179	49.9%	268	26.3%	99%	
415	9.5%	511	6.4%	926	7.5%	100%	Poland	401	9.7%	521	7.2%	922	8.1%	99%	
3	0.1%	6	0.2%	9	0.2%	100%	Portugal	3	0.1%	10	0.3%	13	0.2%	100%	
15	3.7%	75	16.0%	90	10.3%	100%	Czech Republic	13	3.3%	80	17.2%	93	10.8%	100%	
11	3.7%	97	12.7%	108	10.2%	100%	Romania	6	1.9%	34	4.6%	40	3.8%	100%	
69	1.5%	630	18.2%	699	8.5%	95%	United Kingdom	78	1.8%	614	19.2%	692	9.2%	95%	
5	3.9%	12	5.2%	17	4.7%	100%	Slovakia	4	2.8%	15	6.2%	19	4.9%	100%	
3	2.3%	9	6.2%	12	4.4%	80%	Sweden	5	3.7%	9	6.3%	14	5.0%	100%	
2,423	3.7%	14,022	18.6%	16,445	11.7%	98%	TOTAL	2,261	3.6%	13,661	18.6%	15,922	11.7%	99%	

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).

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

2018				98%	2019				99%
WORKING PART-TIME				COUNTRIES	WORKING PART-TIME				
< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE		< 80%	≥ 80%	HEADCOUNT	SIGNIFICANCE RATE	
70.8%	29.2%	880	76%	Germany	66.4%	33.6%	951	92%	
85.5%	14.5%	55	99%	Austria	81.5%	18.5%	54	98%	
17.5%	82.5%	3,669	100%	Belgium	17.3%	82.7%	3,278	99%	
75.0%	25.0%	16	100%	Bulgaria	77.3%	22.7%	22	100%	
62.2%	37.8%	37	100%	Denmark	63.9%	36.1%	36	100%	
55.3%	44.7%	566	100%	Spain	54.1%	45.9%	617	99%	
-	-	0	100%	Finland	-	-	0	100%	
17.9%	82.1%	5,879	99%	France	18.4%	81.6%	5,818	99%	
-	-	0	87%	Greece	100.0%	-	1	90%	
81.0%	19.0%	84	100%	Hungary	84.5%	15.5%	71	100%	
68.2%	31.8%	22	100%	Ireland	44.4%	55.6%	27	100%	
46.7%	53.3%	2,140	99%	Italy	43.5%	56.5%	1,994	99%	
35.6%	64.4%	979	100%	Luxembourg	35.7%	64.3%	989	100%	
50.0%	50.0%	2	100%	Norway	33.3%	66.7%	3	100%	
37.6%	62.4%	255	99%	Netherlands	34.7%	65.3%	268	99%	
78.1%	21.9%	926	100%	Poland	76.1%	23.9%	922	99%	
33.3%	66.7%	9	100%	Portugal	69.2%	30.8%	13	100%	
80.0%	20.0%	90	100%	Czech Republic	78.5%	21.5%	93	100%	
48.1%	51.9%	108	100%	Romania	100.0%	-	40	100%	
57.9%	42.1%	699	95%	United Kingdom	57.7%	42.3%	692	95%	
82.4%	17.6%	17	100%	Slovakia	73.7%	26.3%	19	100%	
41.7%	58.3%	12	80%	Sweden	35.7%	64.3%	14	100%	
33.5%	66.5%	16,445	98%	TOTAL	33.4%	66.6%	15,922	99%	

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

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

COUNTRIES	2019									TOTAL PART-TIME HEADCOUNT
	AGE BRACKETS									
	UNDER 25 YEARS	FROM 25 TO 29 YEARS OLD	FROM 30 TO 34 YEARS OLD	FROM 35 TO 39 YEARS OLD	FROM 40 TO 44 YEARS OLD	FROM 45 TO 49 YEARS OLD	FROM 50 TO 54 YEARS OLD	FROM 55 TO 59 YEARS OLD	60 YEARS OLD AND OVER	
Germany	1.5%	4.0%	8.7%	19.5%	21.9%	18.0%	13.7%	8.6%	4.2%	951
Austria	7.4%	14.8%	13.0%	16.7%	13.0%	13.0%	5.6%	16.7%		54
Belgium		1.1%	7.2%	12.0%	20.5%	16.6%	12.2%	20.1%	10.3%	3,278
Bulgaria	22.7%	13.6%	18.2%	13.6%	9.1%		9.1%	9.1%	4.5%	22
Denmark	27.8%	11.1%	5.6%	5.6%	5.6%	19.4%	8.3%	2.8%	13.9%	36
Spain	5.0%	9.6%	11.0%	29.2%	30.6%	10.9%	2.8%	0.8%	0.2%	617
Finland										
France	0.4%	1.7%	8.4%	21.9%	20.8%	14.4%	12.4%	15.0%	5.0%	5,818
Greece				100%						1
Hungary	5.6%	2.8%	9.9%	22.5%	32.4%	19.7%	1.4%	1.4%	4.2%	71
Ireland		3.7%		25.9%	29.6%	18.5%	7.4%	11.1%	3.7%	27
Italy	1.0%	2.4%	2.3%	13.3%	24.8%	25.4%	14.6%	12.0%	4.1%	1,994
Luxembourg		0.1%	5.8%	15.7%	25.2%	23.5%	20.9%	8.7%	0.2%	989
Norway						66.7%	33.3%			3
Netherlands	1.1%	3.0%	12.3%	20.1%	21.3%	20.9%	10.1%	7.8%	3.4%	268
Poland	15.5%	10.1%	18.9%	21.4%	18.0%	10.5%	3.4%	0.9%	1.4%	922
Portugal			46.2%	46.2%					7.7%	13
Czech Republic	6.5%	8.6%	12.9%	30.1%	32.3%	6.5%	2.2%		1.1%	93
Romania	22.5%	2.5%	17.5%	22.5%	25.0%	5.0%	5.0%			40
United Kingdom	1.4%	3.9%	9.4%	19.2%	19.2%	12.7%	13.9%	8.7%	11.6%	692
Slovakia			31.6%	21.1%	36.8%		5.3%	5.3%		19
Sweden		21.4%		28.6%	14.3%	14.3%	14.3%		7.1%	14
TOTAL OF PART-TIME WORKERS	1.8%	2.7%	8.2%	18.4%	21.8%	16.6%	12.2%	12.9%	5.5%	15,922

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

2018	100%	COUNTRIES	2019	100%
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS			% OF WOMEN IN SENIOR MANAGEMENT POSITIONS	
15.9%		Germany	13.9%	
20.0%		Austria	20.0%	
22.6%		Belgium	20.3%	
0.0%		Bulgaria	0.0%	
25.0%		Denmark	25.0%	
28.1%		Spain	27.3%	
0.0%		Finland	100.0%	
33.9%		France	34.6%	
0.0%		Greece	0.0%	
0.0%		Hungary	0.0%	
0.0%		Ireland	0.0%	
23.5%		Italy	25.3%	
18.4%		Luxembourg	24.6%	
25.0%		Norway	25.0%	
0.0%		Netherlands	7.1%	
16.0%		Poland	18.8%	
28.6%		Portugal	23.1%	
11.1%		Czech Republic	0.0%	
0.0%		Romania	25.0%	
14.3%		United Kingdom	15.4%	
57.1%		Slovakia	57.1%	
0.0%		Sweden	0.0%	
28.8%		TOTAL	29.6%	

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

2018			90%	2019			98%
AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	COUNTRIES	AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	
61.5	40	63%	Germany	61.8	58	86%	
59.0	2	100%	Austria	62.0	1	100%	
61.9	536	99%	Belgium	62.4	464	97%	
-	0	100%	Bulgaria	65.1	1	100%	
69.8	1.0	100%	Denmark	57.3	6	100%	
62.2	9	97%	Spain	59.5	48	100%	
-	0	100%	Finland	-	0	100%	
61.5	1.534	93%	France	61.5	1.354	97%	
-	0	0%	Greece	-	0	100%	
59.3	6	97%	Hungary	58.9	5	100%	
59.0	4	93%	Ireland	58.5	9	100%	
62.2	241	99%	Italy	63.2	997	99%	
59.5	23	99%	Luxembourg	59.8	37	100%	
62.4	2	100%	Norway	-	0	100%	
59.5	16	99%	Netherlands	60.9	9	97%	
59.9	63	82%	Poland	59.2	165	99%	
66.5	2	100%	Portugal	58.2	5	100%	
59.0	8	95%	Czech Republic	58.3	6	100%	
-	0	99%	Romania	61.2	4	100%	
59.9	88	77%	United Kingdom	60.3	131	93%	
58.8	3	100%	Slovakia	-	0	100%	
61.1	5	97%	Sweden	65.1	6	84%	
61.5	2.583	90%	TOTAL	61.9	3.306	98%	

%: non-significant data.

NUMBER OF NATIONALITIES PER COUNTRY

2018			98%	2019			98%
NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE	COUNTRIES	NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE	
52	10.1%	75%	Germany	64	11.5%	92%	
22	22.5%	99%	Austria	22	23.3%	98%	
63	5.0%	100%	Belgium	61	4.9%	99%	
4	0.5%	100%	Bulgaria	4	0.6%	100%	
2	1.2%	90%	Denmark	5	2.6%	91%	
42	6.5%	100%	Spain	43	7.3%	99%	
2	4.2%	89%	Finland	2	3.3%	94%	
113	5.2%	99%	France	116	5.5%	99%	
3	5.7%	87%	Greece	3	4.9%	90%	
4	1.6%	100%	Hungary	6	2.0%	100%	
25	12.3%	100%	Ireland	25	13.6%	100%	
33	0.8%	98%	Italy	34	0.8%	99%	
41	77.3%	100%	Luxembourg	47	77.8%	100%	
8	13.8%	68%	Norway	8	12.2%	74%	
20	6.2%	99%	Netherlands	23	5.9%	99%	
33	1.5%	100%	Poland	35	2.4%	99%	
63	11.7%	100%	Portugal	69	13.0%	100%	
18	7.5%	100%	Czech Republic	16	8.8%	100%	
6	1.6%	99%	Romania	7	1.8%	100%	
82	25.3%	95%	United Kingdom	85	24.4%	95%	
8	4.9%	100%	Slovakia	12	7.5%	100%	
11	11.0%	73%	Sweden	13	10.6%	91%	
148	7.9%	98%	TOTAL	159	8.3%	98%	

Percentages are based on the total headcount of each country.

NUMBER OF DISABLED EMPLOYEES

2018		90%	2019		93%
NUMBER OF PEOPLE	SIGNIFICANCE RATE		COUNTRIES	NUMBER OF PEOPLE	SIGNIFICANCE RATE
112	73%		Germany	132	92%
0	7%		Austria	0	72%
70	92%		Belgium	74	91%
26	95%		Bulgaria	41	100%
1	71%		Denmark	1	81%
32	93%		Spain	37	92%
Not communicated	Not communicated		Finland	0	19%
2,065	93%		France	2,238	96%
0	39%		Greece	0	32%
0	82%		Hungary	0	27%
Not communicated	Not communicated		Ireland	Not communicated	Not communicated
847	92%		Italy	905	95%
65	92%		Luxembourg	8	98%
Not communicated	Not communicated		Norway	0	36%
1	9%		Netherlands	0	26%
57	93%		Poland	67	92%
31	92%		Portugal	39	97%
6	66%		Czech Republic	6	85%
1	81%		Romania	4	86%
15	97%		United Kingdom	17	92%
13	59%		Slovakia	14	55%
Not communicated	Not communicated		Sweden	0	21%

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

2018			94%	2019			97%
% 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%	18	77%	Germany	100.0%	19	94%	
100.0%	14	78%	Austria	100.0%	7	98%	
100.0%	19	100%	Belgium	100.0%	17	99%	
100.0%	13	95%	Bulgaria	100.0%	18	100%	
100.0%	20	29%	Denmark	95.7%	5	100%	
100.0%	46	57%	Spain	100.0%	23	98%	
100.0%	11	81%	Finland	100.0%	6	100%	
100.0%	27	99%	France	100.0%	26	99%	
100.0%	24	51%	Greece	100.0%	6	90%	
100.0%	6	82%	Hungary	99.3%	6	100%	
100.0%	14	88%	Ireland	100.0%	8	100%	
100.0%	41	87%	Italy	100.0%	33	98%	
100.0%	32	98%	Luxembourg	100.0%	24	100%	
100.0%	14	74%	Norway	100.0%	13	86%	
100.0%	8	93%	Netherlands	100.0%	6	90%	
80.9%	25	100%	Poland	100.0%	27	99%	
100.0%	36	99%	Portugal	100.0%	30	99%	
100.0%	10	75%	Czech Republic	100.0%	13	100%	
100.0%	13	83%	Romania	100.0%	30	99%	
99.9%	18	95%	United Kingdom	100.0%	15	95%	
100.0%	14	59%	Slovakia	100.0%	4	100%	
100.0%	9	65%	Sweden	100.0%	9	78%	
100.0%	27	94%	AVERAGE	100.0%	25	97%	

#: non-significant data.

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

COUNTRIES	2019							
	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	29.6%	1.8%	11.9%	43.1%	6.1%	0.5%	4.3%	2.6%
Austria	23.2%	1.8%	9.1%	57.2%	4.2%	0.3%	1.0%	3.2%
Belgium	9.4%	8.4%	21.8%	40.9%	16.4%	0.7%	0.4%	2.0%
Bulgaria	12.2%	3.2%	5.6%	29.9%	29.5%	0.1%	0.0%	19.5%
Denmark	21.7%	0.3%	8.5%	66.6%	2.0%	0.3%	0.5%	0.0%
Spain	23.8%	1.5%	11.0%	60.6%	1.9%	0.3%	0.9%	0.1%
Finland	14.6%	13.2%	11.9%	60.3%	0.0%	0.0%	0.0%	0.0%
France	8.4%	66.7%	4.9%	15.0%	2.2%	0.4%	2.2%	0.2%
Greece	29.7%	4.1%	6.3%	59.3%	0.0%	0.0%	0.6%	0.0%
Hungary	12.5%	1.0%	5.1%	76.0%	2.6%	0.2%	0.7%	1.8%
Ireland	12.7%	40.7%	6.0%	37.7%	0.4%	0.3%	0.8%	1.5%
Italy	13.3%	57.4%	2.5%	16.1%	4.4%	1.6%	1.3%	3.5%
Luxembourg	29.8%	1.7%	8.3%	52.9%	1.7%	0.3%	5.2%	0.0%
Norway	17.2%	5.9%	11.6%	61.9%	1.2%	1.5%	0.7%	0.0%
Netherlands	19.1%	7.2%	9.5%	60.2%	1.3%	0.9%	0.3%	1.5%
Poland	14.0%	32.2%	11.0%	31.9%	7.4%	0.1%	0.2%	3.2%
Portugal	17.2%	18.9%	8.7%	47.8%	3.7%	1.5%	1.5%	0.6%
Czech Republic	13.3%	1.0%	5.4%	55.7%	0.6%	0.2%	1.6%	22.2%
Romania	19.9%	6.2%	8.9%	49.4%	0.7%	0.2%	3.8%	11.1%
United Kingdom	11.7%	1.6%	9.2%	64.1%	3.8%	1.3%	0.6%	7.8%
Slovakia	12.0%	0.6%	12.4%	62.5%	1.8%	0.0%	0.1%	10.6%
Sweden	17.4%	4.7%	10.0%	65.8%	0.7%	0.7%	0.1%	0.5%
AVERAGE	11.2%	53.6%	5.8%	20.9%	4.2%	0.8%	1.7%	1.9%

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 / TALÉO

COUNTRIES	2019			
	2018 – E-JOBS + TALÉO		2019 TALÉO	
	NUMBER OF POSITIONS PUBLISHED	POSITIONS PROVIDED INTERNALLY	NUMBER OF POSITIONS PUBLISHED	POSITIONS PROVIDED INTERNALLY
Germany	335	45		
Austria				
Belgium	1,496	1,386	1,276	1,480
Bulgaria	14	7	25	
Denmark	7		8	
Spain	151		191	1
Finland	1	1		
France	4,945	1,646	5,806	2,466
Greece				
Hungary	7	1	16	
Ireland			38	
Italy	615	127	630	217
Luxembourg	272	128	198	90
Norway	11	3	6	1
Netherlands	86	18	67	7
Poland	1,548	276	354	260
Portugal	1,201	254	1,489	673
Czech Republic	18	1	17	
Romania	1	1		
United Kingdom	1,630	521	1,354	487
Slovakia			1	
Sweden	29	1	33	3
TOTAL	12,367	4,416	11,509	5,685

95%

MOBILITY DECLARED BY THE EMPLOYEE

2018		65%	2019		70%
MOBILITY RATE			COUNTRIES		MOBILITY RATE
10%			Germany		10%
9%			Austria		10%
13%			Belgium		12%
10%			Bulgaria		10%
17%			Denmark		14%
11%			Spain		11%
15%			Finland		0%
15%			France		18%
4%			Greece		4%
9%			Hungary		10%
15%			Ireland		9%
10%			Italy		14%
11%			Luxembourg		11%
9%			Norway		9%
12%			Netherlands		9%
10%			Poland		12%
14%			Portugal		17%
11%			Czech Republic		12%
11%			Romania		9%
13%			United Kingdom		13%
13%			Slovakia		11%
16%			Sweden		8%
13%			AVERAGE		15%

Source: GPS 2019 - 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



BNP PARIBAS

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