

SOCIAL REPORT 2016

BNP PARIBAS SA



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank
for a changing
world

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- 11 - HEADCOUNT
- 12 - NON-BNP PARIBAS EMPLOYEES
- 13 - RECRUITMENT
- 14 - DEPARTURES
- 15 - CAREER DEVELOPMENT
- 16 - UNEMPLOYMENT
- 17 - DISABLED PEOPLE
- 18 - ABSENTEEISM
- 19 - LEAVES

11 | HEADCOUNT

All the indicators, with the exception of data concerning promotions, pay rises and remuneration, are based on total headcount (indicator 111-B).

111 | TOTAL HEADCOUNT AS AT DECEMBER 31ST (one for one)

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
17,003	22,622	39,625	16,793	22,363	39,156	111-A - Paid headcount*	16,954	22,557	39,511
448	1,275	1,723	426	1,231	1,657	Unpaid absentees	431	1,200	1,631
778	993	1,771	810	1,009	1,819	Work-study contracts	890	1,048	1,938
18,229	24,890	43,119	18,029	24,603	42,632	111-B - Total headcount	18,275	24,805	43,080
516	424	940	513	414	927	On secondment in France	501	427	928
594	168	762	542	144	686	On secondment outside France	474	124	598
19,339	25,482	44,821	19,084	25,161	44,245	111-C - Total headcount including employees on secondment	19,250	25,356	44,606

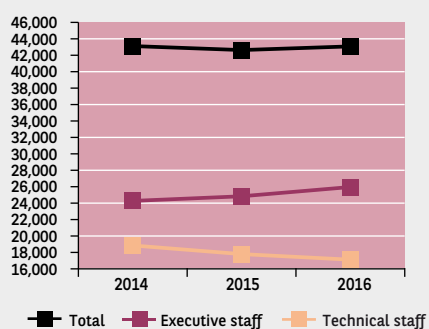
*Including 25 employees received on secondment in 2014, 35 employees received on secondment in 2015 and 40 employees received on secondment in 2016.

111-B | TOTAL HEADCOUNT AS AT DECEMBER 31ST PER CATEGORY (one for one)

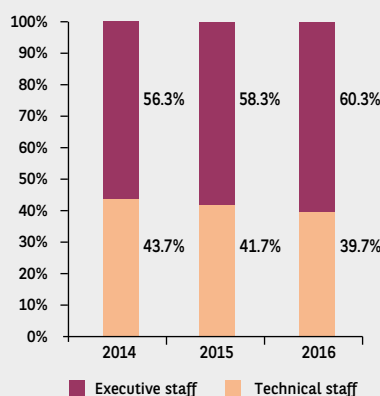
2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
5,482	13,365	18,847	5,167	12,630	17,797	Technical staff	5,004	12,115	17,119
29.1%	70.9%	100.0%	29.0%	71.0%	100.0%	% per gender	29.2%	70.8%	100.0%
12,747	11,525	24,272	12,862	11,973	24,835	Executive staff	13,271	12,690	25,961
52.5%	47.5%	100.0%	51.8%	48.2%	100.0%	% per gender	51.1%	48.9%	100.0%
18,229	24,890	43,119	18,029	24,603	42,632	TOTAL	18,275	24,805	43,080
42.3%	57.7%	100.0%	42.3%	57.7%	100.0%	% per gender	42.4%	57.6%	100.0%

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
30.1%	53.7%	43.7%	28.7%	51.3%	41.7%	% Technical staff	27.4%	48.8%	39.7%
69.9%	46.3%	56.3%	71.3%	48.7%	58.3%	% Executive staff	72.6%	51.2%	60.3%
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	% TOTAL	100.0%	100.0%	100.0%

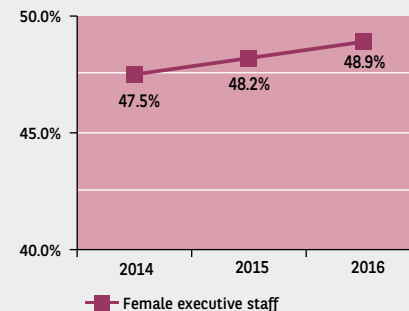
Change in headcount



Change in headcount (as a %)



Change in female executive staff (as a %)

111-BIS | TOTAL HEADCOUNT AS AT DECEMBER 31ST PER CATEGORY (FTE)

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
5,399	12,564	17,963	5,087	11,898	16,985	Technical staff	4,936	11,418	16,354
12,696	11,192	23,888	12,807	11,637	24,444	Executive staff	13,218	12,354	25,572
18,095	23,756	41,851	17,894	23,535	41,429	TOTAL	18,154	23,772	41,926

FTE standard: each full-time employee is counted for 1 and each part-time employee in proportion to their working hours. (e.g.: 0.8 for 4/5 of a full-time position, 0.6 for 3/5 full-time).

112 | PERMANENT STAFF

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,096	8,655	12,751	3,779	8,094	11,873	Technical staff	3,541	7,548	11,089
11,795	9,368	21,163	11,809	9,596	21,405	Executive staff	12,026	10,018	22,044
15,891	18,023	33,914	15,588	17,690	33,278	TOTAL	15,567	17,566	33,133

Holders of an unlimited term, full-time work contract, registered as permanent staff from January 1 to December 31 for the reference year.

113 | NUMBER OF EMPLOYEES WITH A FIXED-TERM CONTRACT AS AT DECEMBER 31ST (one for one)

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
Paid headcount									
35	73	108	52	128	180	Technical staff	45	96	141
40	52	92	55	58	113	Executive staff	51	59	110
75	125	200	107	186	293	TOTAL	96	155	251
Unpaid absentees									
0	0	0	0	0	0	Technical staff	0	1	1
1	0	1	0	0	0	Executive staff	0	1	1
1	0	1	0	0	0	TOTAL	0	2	2
Apprenticeship									
472	560	1,032	482	524	1,006	Technical staff	483	523	1,006
0	0	0	0	0	0	Executive staff	0	0	0
472	560	1,032	482	524	1,006	TOTAL	483	523	1,006
Other work-study contracts									
306	433	739	328	485	813	Technical staff	407	525	932
0	0	0	0	0	0	Executive staff	0	0	0
306	433	739	328	485	813	TOTAL	407	525	932
TOTAL									
813	1,066	1,879	862	1,137	1,999	Technical staff	935	1,145	2,080
41	52	93	55	58	113	Executive staff	51	60	111
854	1,118	1,972	917	1,195	2,112	TOTAL	986	1,205	2,191

114 | AVERAGE MONTHLY HEADCOUNT (one for one)

2014	2015		2016
19,095	18,168	Technical staff	17,357
23,870	24,433	Executive staff	25,312
42,965	42,600	TOTAL	42,669

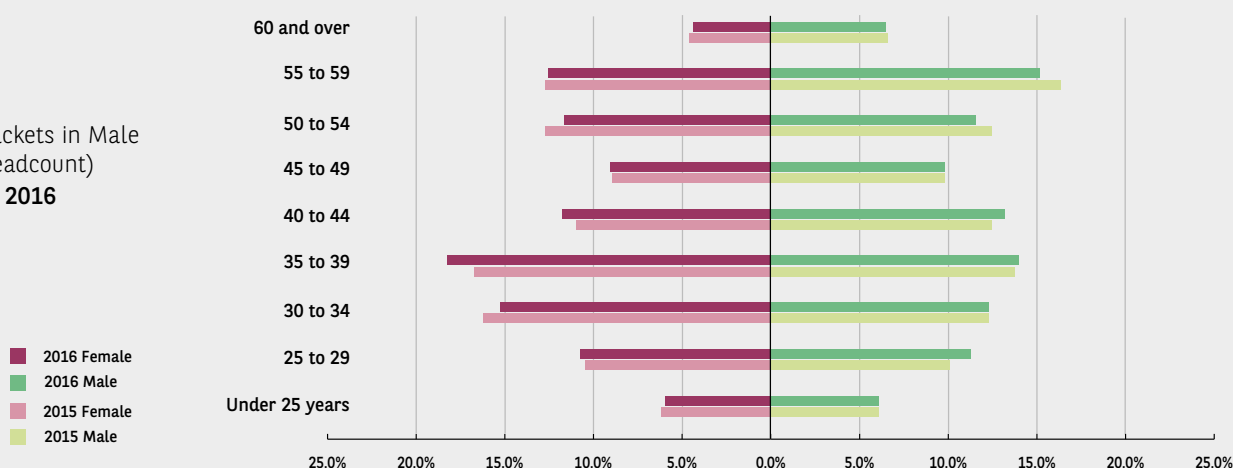
Monthly headcount obtained by adding together the number of employees at the end of each month and dividing the total by 12.

115/116 | BREAKDOWN OF TOTAL HEADCOUNT BY GENDER AND BY AGE AS AT DECEMBER 31ST (one for one)

2014						2015						2016						
M	%	F	%	Total	%	M	%	F	%	Total	%	M	%	F	%	Total	%	
UNDER 25																		
922	16.8	1,370	10.3	2,292	12.2	938	18.2	1,326	10.5	2,264	12.7	Technical staff	945	18.9	1,291	10.7	2,236	13.1
145	1.1	177	1.5	322	1.3	168	1.3	195	1.6	363	1.5	Executive staff	174	1.3	197	1.6	371	1.4
1,067	5.9	1,547	6.2	2,614	6.1	1,106	6.1	1,521	6.2	2,627	6.2	TOTAL	1,119	6.1	1,488	6.0	2,607	6.1
25 TO 29 ANS																		
795	14.5	1,562	11.7	2,357	12.5	821	15.9	1,545	12.2	2,366	13.3	Technical staff	894	17.9	1,506	12.4	2,400	14.0
896	7.0	1,023	8.9	1,919	7.9	995	7.7	1,030	8.6	2,025	8.2	Executive staff	1,163	8.8	1,180	9.3	2,343	9.0
1,691	9.3	2,585	10.4	4,276	9.9	1,816	10.1	2,575	10.5	4,391	10.3	TOTAL	2,057	11.3	2,686	10.8	4,743	11.0
30 TO 34 ANS																		
686	12.5	2,337	17.5	3,023	16.0	625	12.1	2,098	16.6	2,723	15.3	Technical staff	619	12.4	1,886	15.6	2,505	14.6
1,654	13.0	1,950	16.9	3,604	14.8	1,591	12.4	1,904	15.9	3,495	14.1	Executive staff	1,634	12.3	1,913	15.1	3,547	13.7
2,340	12.8	4,287	17.2	6,627	15.4	2,216	12.3	4,002	16.3	6,218	14.6	TOTAL	2,253	12.3	3,799	15.3	6,052	14.0
35 TO 39 ANS																		
423	7.7	1,540	11.5	1,963	10.4	465	9.0	1,761	13.9	2,226	12.5	Technical staff	501	10.0	1,958	16.2	2,459	14.4
2,030	15.9	2,219	19.3	4,249	17.5	2,024	15.7	2,371	19.8	4,395	17.7	Executive staff	2,061	15.5	2,571	20.3	4,632	17.8
2,453	13.5	3,759	15.1	6,212	14.4	2,489	13.8	4,132	16.8	6,621	15.5	TOTAL	2,562	14.0	4,529	18.3	7,091	16.5
40 TO 44 ANS																		
186	3.4	800	6.0	986	5.2	187	3.6	800	6.3	987	5.5	Technical staff	210	4.2	857	7.1	1,067	6.2
1,912	15.0	1,745	15.1	3,657	15.1	2,060	16.0	1,916	16.0	3,976	16.0	Executive staff	2,206	16.6	2,071	16.3	4,277	16.5
2,098	11.5	2,545	10.2	4,643	10.8	2,247	12.5	2,716	11.0	4,963	11.6	TOTAL	2,416	13.2	2,928	11.8	5,344	12.4
45 TO 49 ANS																		
285	5.2	960	7.2	1,245	6.6	238	4.6	845	6.7	1,083	6.1	Technical staff	197	3.9	794	6.6	991	5.8
1,562	12.3	1,280	11.1	2,842	11.7	1,535	11.9	1,362	11.4	2,897	11.7	Executive staff	1,587	12.0	1,468	11.6	3,055	11.8
1,847	10.1	2,240	9.0	4,087	9.5	1,773	9.8	2,207	9.0	3,980	9.3	TOTAL	1,784	9.8	2,262	9.1	4,046	9.4
50 TO 54 ANS																		
604	11.0	1,826	13.7	2,430	12.9	472	9.1	1,638	13.0	2,110	11.9	Technical staff	384	7.7	1,359	11.2	1,743	10.2
1,814	14.2	1,436	12.5	3,250	13.4	1,774	13.8	1,510	12.6	3,284	13.2	Executive staff	1,734	13.1	1,534	12.1	3,268	12.6
2,418	13.3	3,262	13.1	5,680	13.2	2,246	12.5	3,148	12.8	5,394	12.7	TOTAL	2,118	11.6	2,893	11.7	5,011	11.6
55 TO 59 ANS																		
1,218	22.2	2,298	17.2	3,516	18.7	1,055	20.4	1,954	15.5	3,009	16.9	Technical staff	932	18.6	1,834	15.1	2,766	16.2
1,877	14.7	1,234	10.7	3,111	12.8	1,897	14.7	1,204	10.1	3,101	12.5	Executive staff	1,853	14.0	1,294	10.2	3,147	12.1
3,095	17.0	3,532	14.2	6,627	15.4	2,952	16.4	3,158	12.8	6,110	14.3	TOTAL	2,785	15.2	3,128	12.6	5,913	13.7
60 AND OVER																		
363	6.6	672	5.0	1,035	5.5	366	7.1	663	5.2	1,029	5.8	Technical staff	322	6.4	630	5.2	952	5.6
857	6.7	461	4.0	1,318	5.4	818	6.4	481	4.0	1,299	5.2	Executive staff	859	6.5	462	3.6	1,321	5.1
1,220	6.7	1,133	4.6	2,353	5.5	1,184	6.6	1,144	4.6	2,328	5.5	TOTAL	1,181	6.5	1,092	4.4	2,273	5.3
18,229	100.0	24,890	100.0	43,119	100.0	18,029	100.0	24,603	100.0	42,632	100.0	GLOBAL	18,275	100.0	24,805	100.0	43,080	100.0

The percentages are based on the Male or Female headcount in each category, and the percentages of the "Total" lines are calculated on the basis of the number of Male or Female employees as a whole.

Age pyramid
(% of age brackets in Male or Female headcount)
Years 2015 - 2016

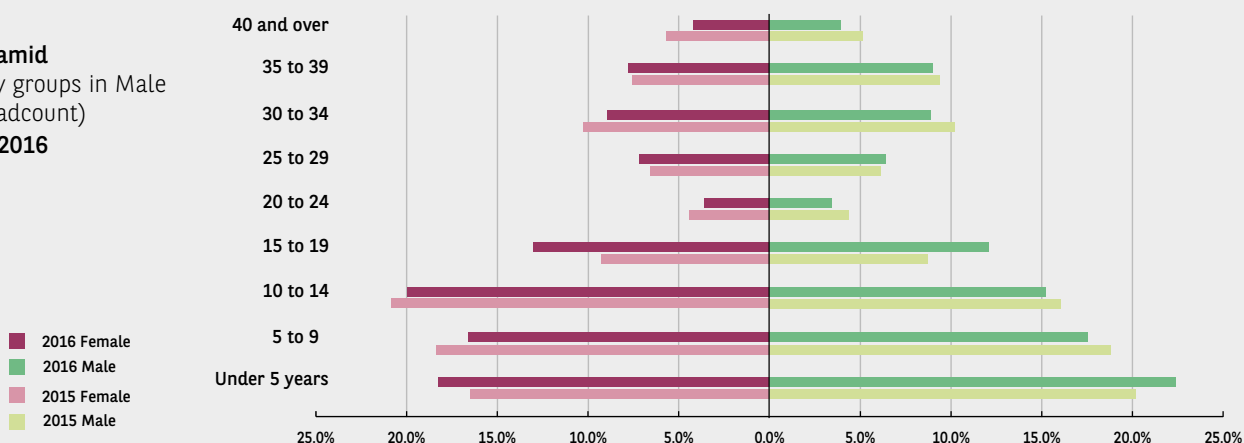


115/117 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY LENGTH OF SERVICE AS AT DECEMBER 31ST (one for one)

2014						2015						2016						
M	%	F	%	Total	%	M	%	F	%	Total	%	M	%	F	%	Total	%	
LESS THAN 5 YEARS																		
1,643	30.0	2,582	19.3	4,225	22.4	1,702	32.9	2,476	19.6	4,178	23.5	Technical staff	1,867	37.3	2,569	21.2	4,436	25.9
1,995	15.7	1,505	13.1	3,500	14.4	1,983	15.4	1,600	13.4	3,583	14.4	Executive staff	2,256	17.0	2,001	15.8	4,257	16.4
3,638	20.0	4,087	16.4	7,725	17.9	3,685	20.4	4,076	16.6	7,761	18.2	TOTAL	4,123	22.6	4,570	18.4	8,693	20.2
5 TO 9 YEARS																		
799	14.6	2,150	16.1	2,949	15.6	743	14.4	2,057	16.3	2,800	15.7	Technical staff	697	13.9	1,889	15.6	2,586	15.1
2,692	21.1	2,646	23.0	5,338	22.0	2,696	21.0	2,511	21.0	5,207	21.0	Executive staff	2,546	19.2	2,252	17.7	4,798	18.5
3,491	19.2	4,796	19.3	8,287	19.2	3,439	19.0	4,568	18.5	8,007	18.8	TOTAL	3,243	17.7	4,141	16.7	7,384	17.1
10 TO 14 YEARS																		
528	9.6	2,395	17.9	2,923	15.5	537	10.4	2,413	19.1	2,950	16.6	Technical staff	496	9.9	2,235	18.4	2,731	16.0
2,301	18.1	2,640	22.9	4,941	20.4	2,380	18.5	2,752	23.0	5,132	20.7	Executive staff	2,313	17.4	2,734	21.5	5,047	19.4
2,829	15.5	5,035	20.2	7,864	18.2	2,917	16.2	5,165	21.0	8,082	19.0	TOTAL	2,809	15.4	4,969	20.0	7,778	18.1
15 TO 19 YEARS																		
120	2.2	561	4.2	681	3.6	144	2.8	766	6.1	910	5.1	Technical staff	221	4.4	1,117	9.2	1,338	7.8
1,080	8.5	1,065	9.2	2,145	8.8	1,439	11.2	1,522	12.7	2,961	11.9	Executive staff	2,011	15.2	2,133	16.8	4,144	16.0
1,200	6.6	1,626	6.5	2,826	6.6	1,583	8.8	2,288	9.3	3,871	9.1	TOTAL	2,232	12.2	3,250	13.1	5,482	12.7
20 TO 24 YEARS																		
214	3.9	697	5.2	911	4.8	151	2.9	471	3.7	622	3.5	Technical staff	103	2.1	303	2.5	406	2.4
804	6.3	773	6.7	1,577	6.5	638	5.0	626	5.2	1,264	5.1	Executive staff	540	4.1	578	4.6	1,118	4.3
1,018	5.6	1,470	5.9	2,488	5.8	789	4.4	1,097	4.4	1,886	4.4	TOTAL	643	3.5	881	3.6	1,524	3.5
25 TO 29 YEARS																		
187	3.4	643	4.8	830	4.4	202	3.9	731	5.8	933	5.2	Technical staff	206	4.1	778	6.4	984	5.7
813	6.4	741	6.4	1,554	6.4	914	7.1	888	7.4	1,802	7.3	Executive staff	972	7.3	1,007	7.9	1,979	7.6
1,000	5.5	1,384	5.6	2,384	5.5	1,116	6.2	1,619	6.6	2,735	6.4	TOTAL	1,178	6.5	1,785	7.2	2,963	6.9
30 TO 34 YEARS																		
734	13.4	1,727	12.9	2,461	13.1	641	12.4	1,516	12.0	2,157	12.1	Technical staff	506	10.1	1,265	10.4	1,771	10.3
1,249	9.8	993	8.6	2,242	9.2	1,215	9.4	1,018	8.5	2,233	9.0	Executive staff	1,134	8.5	963	7.6	2,097	8.1
1,983	10.9	2,720	10.9	4,703	10.9	1,856	10.3	2,534	10.3	4,390	10.3	TOTAL	1,640	9.0	2,228	9.0	3,868	9.0
35 TO 39 YEARS																		
819	14.9	1,451	10.9	2,270	12.0	688	13.3	1,265	10.0	1,953	11.0	Technical staff	638	12.7	1,267	10.5	1,905	11.1
1,127	8.8	646	5.6	1,773	7.3	1,026	8.0	594	5.0	1,620	6.5	Executive staff	1,033	7.8	675	5.3	1,708	6.6
1,946	10.7	2,097	8.4	4,043	9.4	1,714	9.5	1,859	7.6	3,573	8.4	TOTAL	1,671	9.1	1,942	7.8	3,613	8.4
40 YEARS AND OVER																		
438	8.0	1,159	8.7	1,597	8.5	359	6.9	935	7.4	1,294	7.3	Technical staff	270	5.4	692	5.7	962	5.6
686	5.4	516	4.5	1,202	5.0	571	4.4	462	3.9	1,033	4.2	Executive staff	466	3.5	347	2.7	813	3.1
1,124	6.2	1,675	6.7	2,799	6.5	930	5.2	1,397	5.7	2,327	5.5	TOTAL	736	4.0	1,039	4.2	1,775	4.1
18,229	100.0	24,890	100.0	43,119	100.0	18,029	100.0	24,603	100.0	42,632	100.0	GLOBAL	18,275	100.0	24,805	100.0	43,080	100.0

The percentages are based on the Male or Female headcount in each category, and the percentages of the "Total" lines are calculated on the basis of the number of Male or Female employees as a whole.

Seniority pyramid
(% of seniority groups in Male or Female headcount)
Years 2015 - 2016



115/118 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY NATIONALITY AS AT DECEMBER 31ST (one for one)

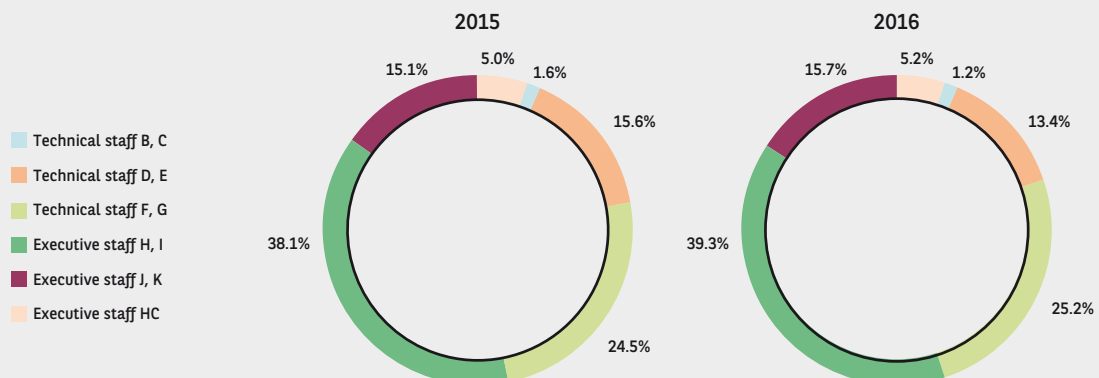
2014				2015				2016				
French		Foreigners		French		Foreigners		French		Foreigners		
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
5,397	13,171	85	194	5,080	12,433	87	197	Technical staff	4,912	11,917	92	198
12,367	11,104	380	421	12,437	11,489	425	484	Executive staff	12,820	12,125	451	565
17,764	24,275	465	615	17,517	23,922	512	681	TOTAL	17,732	24,042	543	763
42,039		1,080		41,439		1,193			41,774		1,306	

115/119 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY QUALIFICATION LEVEL AS AT DECEMBER 31ST *
(one for one)

2014					2015					2016					
M	%	F	%	Total	M	%	F	%	Total	M	%	F	%	Total	
28	28.9	69	71.1	97	25	28.7	62	71.3	87	B	22	30.1	51	69.9	73
347	39.4	533	60.6	880	247	41.8	344	58.2	591	C	175	40.6	256	59.4	431
873	31.3	1,913	68.7	2,786	816	33.5	1,621	66.5	2,437	D	787	36.3	1,383	63.7	2,170
1,103	23.2	3,650	76.8	4,753	1,003	23.8	3,218	76.2	4,221	E	883	24.5	2,722	75.5	3,605
1,378	26.9	3,728	73.1	5,106	1,352	25.9	3,865	74.1	5,217	F	1,437	25.9	4,105	74.1	5,542
1,753	33.5	3,472	66.5	5,225	1,724	32.9	3,520	67.1	5,244	G	1,700	32.1	3,598	67.9	5,298
5,482	29.1	13,365	70.9	18,847	5,167	29.0	12,630	71.0	17,797	Technical staff	5,004	29.2	12,115	70.8	17,119
4,113	43.3	5,385	56.7	9,498	4,167	43.1	5,510	56.9	9,677	H	4,304	42.3	5,870	57.7	10,174
3,512	54.0	2,989	46.0	6,501	3,482	53.0	3,086	47.0	6,568	I	3,572	52.9	3,179	47.1	6,751
2,346	59.0	1,629	41.0	3,975	2,356	57.5	1,741	42.5	4,097	J	2,462	56.6	1,885	43.4	4,347
1,412	63.0	829	37.0	2,241	1,464	62.4	884	37.6	2,348	K	1,483	60.9	952	39.1	2,435
1,364	66.3	693	33.7	2,057	1,393	64.9	752	35.1	2,145	HC	1,450	64.3	804	35.7	2,254
12,747	52.5	11,525	47.5	24,272	12,862	51.8	11,973	48.2	24,835	Executive staff	13,271	51.1	12,690	48.9	25,961
18,229	42.3	24,890	57.7	43,119	18,029	42.3	24,603	57.7	42,632	TOTAL	18,275	42.4	24,805	57.6	43,080

*The percentages are calculated by reference to the total headcount by qualification level.

Breakdown of headcount by qualification level



12 | NON-BNP PARIBAS EMPLOYEES

121 | NUMBER OF EMPLOYEES BELONGING TO A SUBCONTRACTOR

2014	2015	2016
5,099	5,131	4,961

Data for the month of December for the reference year.

121 BIS | NUMBER OF EMPLOYEES ON LOAN AS AT 31 DECEMBER (ONE FOR ONE)

2014	2015	2016
8	16	12

122 | NUMBER OF INTERNS (schools, universities...)

2014	2015	2016
2,700	2,577	2,536

Internships longer than 1 week.

123 | AVERAGE MONTHLY HEADCOUNT OF TEMPORARY EMPLOYEES

2014	2015	2016
499	798	959

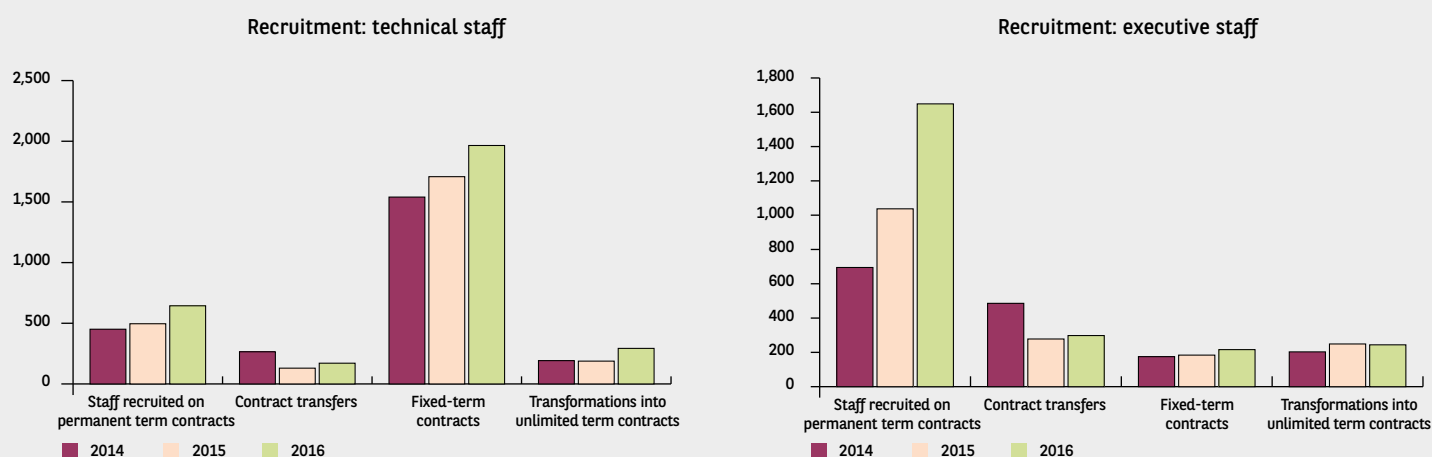
Data for the month of December of the year in question.

124 | AVERAGE DURATION OF TEMPORARY WORK CONTRACTS (in number of days)

2014	2015	2016
37	56	52

13 | RECRUITMENT

13 | RECRUITMENT BY HIERARCHICAL LEVEL AND TYPE OF RECRUITEMENT (one for one)



13 | RECRUITMENT BY HIERARCHICAL LEVEL AND BY GENDER (one for one)

2014						2015						2016					
Technical staff		Executive staff		Total		Technical staff		Executive staff		Total		Technical staff		Executive staff		Total	
M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1,045	1,403	819	740	1,864	2,143	1,046	1,476	911	837	1,957	2,313	1,213	1,860	1,181	1,226	2,394	3,086
208	243	389	306	597	549	243	253	565	472	808	725	272	372	855	794	1,127	1,166
112	153	246	240	358	393	33	97	127	151	160	248	37	134	132	166	169	300
653	887	81	94	734	981	708	1,000	94	90	802	1,090	794	1,171	85	131	879	1,302
72	120	103	100	175	220	62	126	125	124	187	250	110	183	109	135	219	318
663	875	161	184	824	1,059	702	947	187	195	889	1,142	746	1,073	180	223	926	1,296
130-A - Total recruitments												1,213	1,860	1,181	1,226	2,394	3,086
131 - Staff recruited on permanent term contracts*												272	372	855	794	1,127	1,166
130-B - Contract transfers												37	134	132	166	169	300
132 - Staff recruited on fixed-term contracts**												794	1,171	85	131	879	1,302
132-A - Transformation into unlimited term contracts												110	183	109	135	219	318
134 - Of which number of recruits aged 25 or less												746	1,073	180	223	926	1,296

* As of 2015, indicator 131 no longer includes indicator 130-B. The figures for 2014 have been restated accordingly.

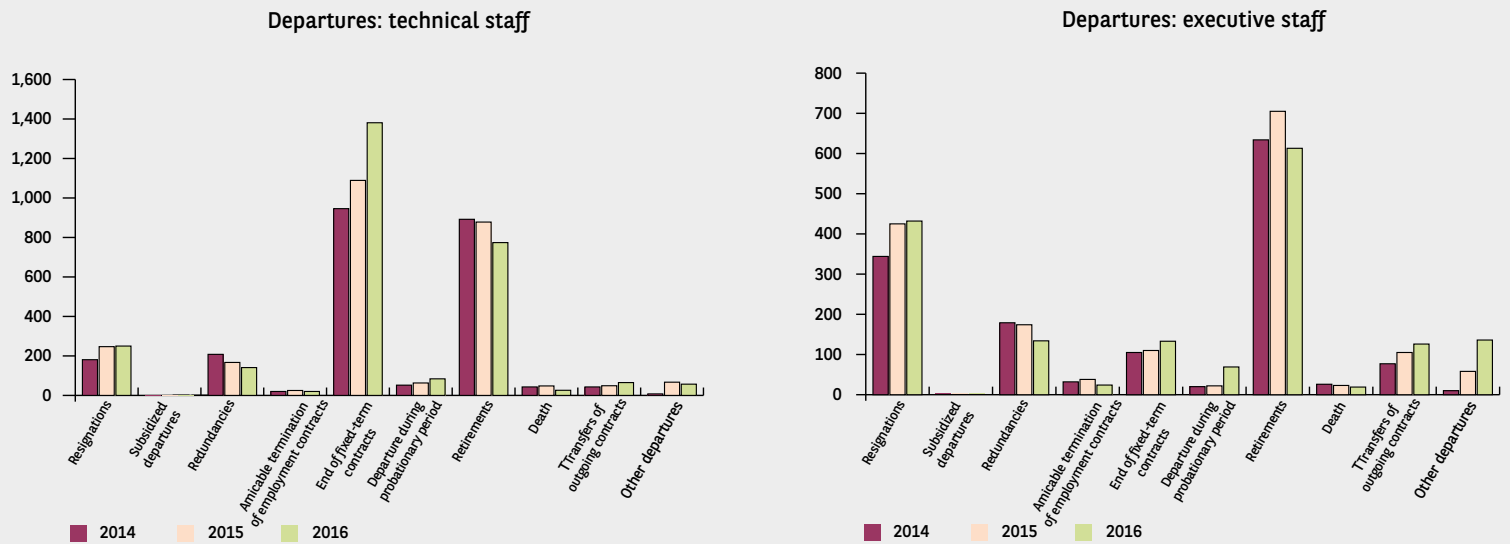
** Of which 346 fixed-term substitution contracts (283 technical staff and 63 executive staff in 2016).

133 | NUMBER OF SEASONAL WORKERS

2014	2015	2016
6,245	6,432	6,081

14 | DEPARTURES

14 | DEPARTURES BY HIERARCHICAL LEVEL AND TYPE OF DEPARTURE (one for one)



14 | DEPARTURES BY HIERARCHICAL LEVEL AND BY GENDER (one for one)

2014						2015						2016					
Technical staff		Executive staff		Total		Technical staff		Executive staff		Total		Technical staff		Executive staff		Total	
M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
894	1,495	835	592	1,729	2,087	1,003	1,630	944	716	1,947	2,346	1,028	1,770	908	778	1,936	2,548
72	109	205	139	277	248	92	155	236	189	328	344	91	159	231	201	322	360
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
87	121	97	82	184	203	69	98	91	83	160	181	49	92	72	62	121	154
2	18	21	11	23	29	6	19	25	13	31	32	4	16	16	8	20	24
359	587	54	51	413	638	456	633	52	58	508	691	526	855	51	82	577	937
28	24	13	7	41	31	35	28	12	10	47	38	40	44	32	37	72	81
312	580	382	252	694	832	282	596	431	274	713	870	264	510	350	263	614	773
21	22	20	6	41	28	19	29	6	17	25	46	12	14	8	11	20	25
10	33	36	41	46	74	21	28	55	50	76	78	21	44	65	61	86	105
3	1	7	3	10	4	23	44	36	22	59	66	21	36	83	53	104	89

* "Other departures" was removed from this indicator in 2016. The results for 2014 and 2015 have been restated accordingly.

OVERVIEW: RECRUITMENTS/DEPARTURES

2014		2015		2016	
43,478	43,119	Headcount in previous year		42,632	
4,007	4,270	130-A - Total recruitments		5,480	
-3,816	-4,293	141 - Total departures		-4,484	
-155	-27	Balance of appointments with other Group entities		-11	
-395	-437	Transformation into unlimited-term contracts*		-537	
43,119	42,632	Headcount in current year		43,080	

* Included in recruitment, not included in departures.

15 | CAREER DEVELOPMENT

151 | NUMBER OF EMPLOYEES PROMOTED TO A HIGHER LEVEL

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
0	0	0	0	0	0	B	0	0	0
0	1	1	0	0	0	C	1	0	1
17	30	47	11	12	23	D	11	10	21
201	547	748	139	401	540	E	117	273	390
243	636	879	197	679	876	F	244	706	950
198	531	729	200	490	690	G	193	465	658
659	1,745	2,404	547	1,582	2,129	Technical staff	566	1,454	2,020
180	350	530	197	350	547	H	157	326	483
397	356	753	357	387	744	I	356	377	733
308	209	517	329	283	612	J	278	264	542
204	117	321	187	128	315	K	157	128	285
81	70	151	81	67	148	HC	76	61	137
1,170	1,102	2,272	1,151	1,215	2,366	Executive staff	1,024	1,156	2,180
1,829	2,847	4,676	1,698	2,797	4,495	TOTAL	1,590	2,610	4,200

REMINDER, NUMBER OF PAID EMPLOYEES (EXCLUDING HC) AS AT DECEMBER 31 OF THE PREVIOUS YEAR

2013			2014				2015		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,730	12,193	16,923	4,471	11,526	15,997	Technical staff	4,128	10,802	14,930
11,236	10,095	21,331	11,197	10,419	21,616	Executive staff	11,297	10,823	22,120
15,966	22,288	38,254	15,668	21,945	37,613	TOTAL	15,425	21,625	37,050

i.e. the number of employees liable to be promoted during the following year.

% OF PROMOTIONS IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MALE AND FEMALE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3.89	10.31	14.21	3.42	9.89	13.31	Technical staff	3.79	9.74	13.53
5.48	5.17	10.65	5.32	5.62	10.95	Executive staff	4.63	5.23	9.86
4.78	7.44	12.22	4.51	7.44	11.95	TOTAL	4.29	7.04	11.34

% OF PROMOTIONS IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MALE OR FEMALE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
13.93	14.31	14.21	12.23	13.73	13.31	Technical staff	13.71	13.46	13.53
10.41	10.91	10.65	10.28	11.66	10.95	Executive staff	9.07	10.68	9.86
11.45	12.77	12.22	10.84	12.75	11.95	TOTAL	10.31	12.07	11.34

152-A | NUMBER OF EMPLOYEES BENEFITING FROM AN INDIVIDUAL SALARY INCREASE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
1	0	1	0	0	0	B	0	0	0
0	4	4	0	2	2	C	2	1	3
107	227	334	84	220	304	D	46	104	150
187	698	885	160	535	695	E	90	376	466
272	758	1,030	262	707	969	F	174	547	721
368	733	1,101	270	639	909	G	178	489	667
935	2,420	3,355	776	2,103	2,879	Technical staff	490	1,517	2,007
1,169	1,477	2,646	1,112	1,420	2,532	H	838	1,173	2,011
994	810	1,804	969	792	1,761	I	726	667	1,393
704	443	1,147	660	451	1,111	J	478	366	844
416	231	647	417	242	659	K	325	208	533
461	224	685	424	254	678	HC	354	232	586
3,744	3,185	6,929	3,582	3,159	6,741	Executive staff	2,721	2,646	5,367
4,679	5,605	10,284	4,358	5,262	9,620	TOTAL	3,211	4,163	7,374

REMINDER, NUMBER OF EMPLOYEES AS AT DECEMBER 31 OF THE PREVIOUS YEAR

2013			2014				2015		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,730	12,193	16,923	4,471	11,526	15,997	Technical staff	4,128	10,802	14,930
12,534	10,717	23,251	12,532	11,096	23,628	Executive staff	12,665	11,561	24,226
17,264	22,910	40,174	17,003	22,622	39,625	TOTAL	16,793	22,363	39,156

i.e. the number of employees liable to receive an increase during the following year.

% IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MALE AND FEMALE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
5.53	14.30	19.83	4.85	13.15	18.00	Technical staff	3.28	10.16	13.44
16.10	13.69	29.80	15.16	13.37	28.53	Executive staff	11.23	10.92	22.15
11.64	13.95	25.59	11.00	13.28	24.28	TOTAL	8.20	10.63	18.83

% IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MALE OR FEMALE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
19.77	19.85	19.83	17.36	18.25	18.00	Technical staff	11.87	14.04	13.44
29.87	29.71	29.80	28.58	28.47	28.53	Executive staff	21.48	22.89	22.15
27.10	24.46	25.59	25.63	23.26	24.28	TOTAL	19.12	18.62	18.83

153-A | TOTAL STATUS REVIEWS

2014	2015		2016
14,960	14,115	Total number of status reviews	11,574
32	34	Average frequency of status reviews (in months)	41

16 | UNEMPLOYMENT

2014	2015		2016
0	0	161 - Number of employees laid off part-time during the year in question	0
0	0	162 - Total number of hours of part-time unemployment during the year in question	0

17 | DISABLED PEOPLE

171 | NUMBER OF DISABLED EMPLOYEES

2014	2015		2016
1,203	1,203	Expressed as natural persons	1,295
1,406	1,385	Expressed in unities of disability	1,439
40	46	Additional units related to ESAT* services	64
1,446	1,431	TOTAL NUMBER OF UNITS	1,503

*ESAT: Sheltered work centers for the disabled (Etablissements ou Services d'Aide par Le Travail, formerly known as "CAT").

172 | NUMBER OF DISABLED EMPLOYEES FOLLOWING WORK ACCIDENTS OCCURRING WITHIN THE COMPANY

2014	2015		2016
51	48	Expressed as natural persons	39

18 | ABSENTEEISM

2014			2015			2016			
Technical staff	Executive staff	Total	Technical staff	Executive staff	Total	Technical staff	Executive staff	Total	
DAYS OF ABSENTEEISM									
477,761	229,431	707,192	478,824	257,778	736,602	182 - illness	469,427	271,194	740,621
11,102	7,036	18,138	12,932	8,593	21,525	<i>up to 2 days</i>	13,642	9,339	22,980
24,617	15,038	39,655	29,445	20,254	49,699	<i>3 to 5 days</i>	30,466	20,799	51,264
442,043	207,356	649,399	436,447	228,931	665,378	<i>6 days and more</i>	425,320	241,057	666,377
16,921	10,066	26,987	16,399	10,536	26,935	184 - Work-related and commuting accidents	14,645	9,952	24,597
151,600	178,327	329,927	147,890	158,754	306,644	185 - Maternity and paternity leave	136,379	153,320	289,699
93,856	92,288	186,144	99,374	95,102	194,476	186 - Authorized leave*	88,457	92,597	181,054
118,663	72,924	191,587	108,027	76,766	184,793	187 - Other reasons**	99,109	84,067	183,176
858,801	583,036	1,441,837	850,514	598,936	1,449,450	181-1 - TOTAL	808,016	611,130	1,419,145
RATE OF ABSENTEEISM									
6.90	4.53	5.57	7.33	4.52	5.70	<i>Rate of paid staff absenteeism</i>	7.44	4.38	5.60
2.18	2.05	2.10	2.23	1.78	1.97	<i>Rate of maternity and paternity leave</i>	2.15	1.66	1.86
10.15	4.65	7.09	10.60	4.94	7.35	<i>Rate without maternity and paternity leave</i>	10.60	4.96	7.25
12.32	6.69	9.19	12.83	6.72	9.32	TOTAL	12.75	6.61	9.11

*Family emergencies, sick children, parental care leave, etc.

**Coordination of and participation in union-organized training, leave of absence for personal reasons, unpaid leave for people wishing to set up a company, sabbatical leave, unpaid disability leave, etc.

189-A | NUMBER OF EMPLOYEES ON FLEXTIME (variable work schedule)

2014			2015			2016			
Male	Female	Total	Male	Female	Total	Male	Female	Total	
315	1,989	2,304	269	1,817	2,086	Technical staff	249	1,642	1,891
446	1,196	1,642	481	1,305	1,786	Executive staff	503	1,349	1,852
761	3,185	3,946	750	3,122	3,872	TOTAL	752	2,991	3,743

19 | LEAVES

191-A | PARENTAL CHILDCARE LEAVE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
1	259	260	2	267	269	Technical staff	2	230	232
8	188	196	9	179	188	Executive staff	10	164	174
9	447	456	11	446	457	TOTAL	12	394	406

Accrued and non-accrued leave, for a period in excess of 3 months.

192-A | SABBATICAL LEAVE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
5	38	43	8	42	50	Technical staff	4	46	50
45	65	110	35	58	93	Executive staff	45	69	114
50	103	153	43	100	143	TOTAL	49	115	164

Accrued and non-accrued leave, for a period in excess of 3 months.

193-A | PATERNITY LEAVE AND SETTLING-IN PERIOD AFTER BIRTH

2014			2015				2016		
Technical staff	Executive staff	Total	Technical staff	Executive staff	Total		Technical staff	Executive staff	Total
1,610	6,351	7,961	1,722	5,662	7,384	Days taken during the year	1,461	5,906	7,367
1,902	6,948	8,850	1,734	6,101	7,835	Theoretical days during the year	1,520	6,115	7,635

193-B | EXISTENCE OF ADDITIONAL REMUNERATION PAID BY THE EMPLOYER

■ Maternity leave:

- Application of the provisions of article 51 of the Collective Agreement of the banking industry regarding legal maternity leave and additional leave of absence (45 days on full pay or 90 days on half pay): preservation of the salary (less the daily allowance paid by the Social Security for the period of legal maternity leave).
- Application of the provision for additional visits stipulated since 2010 and included in the June 2016 agreement on Diversity (antenatal and postnatal check-ups, interim visits), listed in the July 2, 2010 amendment to the company-wide agreement dated July 30, 2007 on the professional equality between men and women allows the continued payment of salary and assimilation to a period of actual work.
- Inclusion of all paid maternity-related leave for the calculation of seniority and Personal Training Account in the company.

■ Adoption leave:

- Application of the provisions of article 52 of the Collective Agreement of the banking industry regarding legal adoption leave and additional leave of absence (45 days on full pay or 90 days on half pay): preservation of the salary (less the daily allowance paid by the Social Security for the period of legal adoption leave).
- Inclusion of all leave of absence related to adoption for the calculation of seniority and Personal Training Account in the company.

■ Parental childcare leave:

- Application of the provisions of article 53 of the Collective Agreement of the banking industry regarding parental childcare leave taken in the event of a birth: preservation of the salary during the first 45 days of the parental childcare leave (the breast-feeding condition provided for in article 53 is removed by virtue of the social guarantees provided by BNP Paribas S.A.).
- Furthermore, pursuant to the agreement on diversity dated June 2016, couples employed by BNP Paribas S.A. are entitled to this paid leave: this leave of absence, which immediately follows the additional period of leave provided for under section 51-1 of the bank's Collective Agreement, may consequently be taken either by the father or by the mother (provision also available in the case of adoption).

■ Paternity leave and settling-in period after birth*:

- Application of the rule applied within BNP Paribas S.A. since January 1, 2009, and provided for in the June 2016 agreement on Diversity: continued payment of salary during paternity leave and the settling-in period after birth (less the daily allowance paid by the Social Security). The following are entitled to this leave of absence: the child's biological father, the spouse of the mother of the child, or the person living in a common-law relationship with her or joined with her in a civil union (PACS).

■ Leaves of absence of the spouse*:

- Application of the legal provision authorizing the spouse of the child's mother (spouse by marriage, civil or common-law partner) to attend a maximum of 3 medical examinations of the mandatory 8 (7 prenatal and 1 postnatal). This leave of absence is paid.

*The notion of "couple" includes couples of the same sex.

2 | EMPLOYEE COMPENSATION AND RELATED EXPENSES



21 - EMPLOYEE COMPENSATION, SOCIAL SECURITY CONTRIBUTIONS AND PAYROLL TAXES

22 - ANALYSIS OF COMPENSATION

24 - RELATED EXPENSES

26 - COMPANY PROFIT SHARING SCHEME AND MATCHING CONTRIBUTIONS

21 | EMPLOYEE COMPENSATION, SOCIAL SECURITY CONTRIBUTIONS AND PAYROLL TAXES

21 | EMPLOYEE COMPENSATION, SOCIAL SECURITY CONTRIBUTIONS AND PAYROLL TAXES PAID DURING THE YEAR (in millions of Euros)

2014	2015		2016
3,528.9	3,563.7	TOTAL PERSONNEL COSTS	3,729.0
2,139.5	2,157.4	"Wages and Salaries"	2,227.5
1,751.9	1,773.2	Fixed remuneration including the remuneration bonus and lump-sum allowance (before deductions)	1,807.3
-48.9	-47.4	Deductions (sickness, maternity, flexitime, etc.)	-46.7
82.3	83.3	Miscellaneous allowances and overtime	86.4
308.8	296.5	Variable remuneration*	333.1
2,094.1	2,105.6	Subtotal "Wages and Salaries"	2,180.1
45.4	51.8	Employer contributions to employee saving schemes and administrative expenses (excluding charges and relevant taxes)**	47.3
933.7	934.2	"Social security contributions"	959.9
273.5	289.2	"Tax expenses"	297.0
182.2	182.9	"Incentive plans and profit-sharing" (payment with respect to the previous year)	244.5
38,587.0	38,175.0	Average monthly headcount in metropolitan France (Including Monte Carlo)	38,326.0
55,447.0	56,513.0	Wages and salaries, average per employee in € ("Wages and Salaries" / Average monthly headcount)	58,120.0
60,169.0	61,306.0	Average employee remuneration (income) in € (including incentive plans, profit-sharing)	64,501.0
31,284.0	32,046.0	Average employer's contributions per employee in €	32,798.0
34.2	34.3	Ratio of social security charges and tax expenses and total personnel costs	33.7
34.1	26.9	Aggregate employer's contributions (Total personnel costs / Added Value)	21.9

* 2014 figures have been corrected to account for the supplemental plan and specialty bonus (posted to fixed remuneration).

** For 2014, the figures are corrected to account for the corporate social contribution (forfait social).

211 BIS | AVERAGE MONTHLY COMPENSATION

FIXED SALARIES (In Euros)

2014			2015			2016			
Male	Female	Total	Male	Female	Total		Male	Female	Total
2,563	0	2,563	0	0	0	B	0	0	0
2,047	1,885	1,963	2,086	1,922	2,005	C	2,004	1,854	1,917
2,116	2,120	2,119	2,110	2,121	2,118	D	2,093	2,116	2,107
2,370	2,349	2,354	2,371	2,359	2,362	E	2,357	2,355	2,356
2,548	2,540	2,542	2,554	2,549	2,550	F	2,521	2,527	2,525
2,841	2,840	2,840	2,853	2,855	2,854	G	2,844	2,844	2,844
2,531	2,506	2,513	2,542	2,534	2,536	Technical staff	2,531	2,540	2,538
3,272	3,256	3,263	3,287	3,271	3,278	H	3,272	3,258	3,264
4,096	4,025	4,064	4,132	4,051	4,094	I	4,129	4,041	4,088
5,001	4,923	4,970	5,046	4,936	5,000	J	5,050	4,930	4,999
6,365	6,091	6,264	6,373	6,060	6,256	K	6,245	6,032	6,193
8,906	8,065	8,619	9,118	8,294	8,826	HC	9,231	8,367	8,922
4,744	4,185	4,481	4,805	4,235	4,533	Executive staff	4,802	4,229	4,524
4,161	3,329	3,685	4,248	3,413	3,770	TOTAL	4,278	3,458	3,810

213 | BREAKDOWN OF ANNUAL COMPENSATION

GROSS SALARY (In Euros)

2014	2015		2016
22,900	23,385	99% of employees earned at least	23,435
26,756	27,322	95% of employees earned at least	27,686
29,096	29,581	90% of employees earned at least	30,046
30,744	31,351	85% of employees earned at least	31,828
32,263	32,948	80% of employees earned at least	33,465
33,809	34,600	75% of employees earned at least	35,193
35,556	36,377	70% of employees earned at least	37,155
37,497	38,459	65% of employees earned at least	39,242
39,566	40,628	60% of employees earned at least	41,238
41,783	42,830	55% of employees earned at least	43,548
43,980	45,174	50% of employees earned at least	45,996
46,447	47,677	45% of employees earned at least	48,580
49,031	50,264	40% of employees earned at least	51,304
51,829	53,187	35% of employees earned at least	54,279
55,066	56,450	30% of employees earned at least	57,742
59,091	60,421	25% of employees earned at least	61,938
64,498	66,080	20% of employees earned at least	67,733
71,809	73,671	15% of employees earned at least	75,647
83,688	85,580	10% of employees earned at least	88,481
111,945	113,903	5% of employees earned at least	119,391
220,808	223,530	1% of employees earned at least	239,160
4.18	4.17	Ratio of the 5% and 95%	4.31
8.25	8.18	Ratio of the 1% et 95%	8.64

213-A | REMUNERATION SCALE PER LEVEL OF AUTHORITY AND PER GENDER

2016									
Male				Level	Female				
Average age	1 st decile	Median	9 th decile		Average age	1 st decile	Median	9 th decile	
46.2	22,217	25,812	33,223	C	46.4	20,593	22,587	29,312	
33.2	23,856	26,867	30,230	D	32.6	23,594	26,950	30,643	
41.7	26,597	29,755	34,282	E	40.4	25,409	29,598	33,155	
42.6	28,910	32,502	36,861	F	41.9	27,920	32,189	36,252	
47.3	32,282	36,312	41,618	G	46.2	31,441	35,885	41,102	
42.9	27,033	32,751	38,954	Technical staff	42.3	26,496	32,368	38,532	
40.8	37,896	44,183	52,361	H	40.4	35,802	42,655	50,727	
44.0	47,605	55,099	65,505	I	42.6	44,669	52,952	62,236	
46.7	58,571	68,456	83,857	J	44.9	55,316	65,329	79,294	
48.2	73,925	87,892	121,686	K	47.4	70,644	83,738	109,444	
52.2	100,435	147,133	294,326	HC	50.4	93,292	126,660	226,846	
45.0	41,694	58,586	117,144	Executive staff	42.9	38,395	51,084	90,228	

Remuneration is presented in ascending order (per level of authority and per gender) and divided into 10% brackets:

- The 1st decile gives remuneration just above the 1st 10% bracket (90% of employees earned at least this amount),
- The median gives remuneration just above the 5th 10% bracket (50% of employees earned at least this amount),
- The 9th decile gives remuneration just above the 9th 10% bracket (10% of employees earned at least this amount).

22 | ANALYSIS OF COMPENSATION

221 | RATIO OF THE AVERAGE COMPENSATION PAID TO THE TOP 10% AND BOTTOM 10% OF EMPLOYEES EARNING THE HIGHEST AND LOWEST SALARIES RESPECTIVELY

2014	2015	2016
5.3	5.3	5.5

222 | TOTAL OF THE TEN HIGHEST PAY PACKAGES

2014	2015	2016
17,459,621	16,982,510	19,674,959

24 | RELATED EXPENSES

242 | TOTAL PAYMENTS TO TEMPORARY EMPLOYMENT AGENCIES (in millions of Euros)

2014	2015	2016
25.23	37.17	38.04

COMPANY PROFIT SHARING SCHEME AND MATCHING CONTRIBUTIONS

261 | SPECIAL PROFIT SHARING RESERVE

Total amount with respect to the year in question (in millions of Euros)

2014	2015	2016
21.30	90.70	103.80

261 | INCENTIVE SCHEMES

Total amount with respect to the year in question (in millions of Euros)

2014	2015	2016
94.80	113.50	123.30

262 | INDIVIDUAL AMOUNT AND AVERAGE AMOUNT IN PROFIT SHARING PER PARTICIPATING EMPLOYEE (in Euros)

2014		2015			2016	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
1,335	1,335	1,836	1,836	Minimum share	2,090	2,090
2,587	3,670	3,156	5,048	Maximum share	3,975	5,748
1,338	1,897	1,842	2,614	Average amount	2,095	2,974

Gross amounts, for an employee working full-time and present throughout the year, including the additional employee participation in 2014.

262 | INDIVIDUAL AMOUNT AND AVERAGE AMOUNT IN INCENTIVE SCHEMES PER PARTICIPATING EMPLOYEE (in Euros)

2014		2015			2016	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
1,985	1,985	2,387	2,387	Minimum share	2,575	2,575
3,596	5,116	3,700	6,178	Maximum share	4,620	6,635
1,987	2,682	2,390	3,255	Average amount	2,579	3,505

Gross amounts, for an employee working full-time and present throughout the year.

263 | PROPORTION OF CAPITAL HELD BY EMPLOYEES THROUGH EMPLOYEE SHARE OWNERSHIP PLANS (as %)

2014	2015	2016
2.48	2.30	2.12

Including voluntary payments.

264-A | EMPLOYER CONTRIBUTIONS PAID WITHIN THE FRAMEWORK OF THE EMPLOYEE SAVINGS SCHEME (in millions of Euros)

2014	2015	2016
58.15	67.18	59.87

This amount includes management charges paid by the company on behalf of employees.



31 - WORK-RELATED AND COMMUTING ACCIDENTS

32 - BREAKDOWN OF ACCIDENTS BY MATERIAL ASPECT

35 - EXPENDITURE ON SAFETY

31 | WORK-RELATED AND COMMUTING ACCIDENTS

311 | NUMBER OF WORK-RELATED ACCIDENTS RESULTING IN SICK LEAVE PER GENDER

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
18	111	129	27	118	145	18	105	123
35	43	78	30	78	108	35	74	109
53	154	207	57	196	253	53	179	232

312 | NUMBER OF DAYS LOST DUE TO WORK-RELATED ACCIDENTS PER GENDER

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
746	4,695	5,441	859	5,373	6,232	785	4,020	4,805
1,085	1,648	2,733	750	2,552	3,302	919	2,196	3,115
1,831	6,343	8,174	1,609	7,925	9,534	1,704	6,216	7,920

313 | NUMBER OF CASES OF PERMANENT DISABILITY (PARTIAL OR TOTAL) NOTIFIED TO THE COMPANY FOR THE REFERENCE YEAR PER GENDER

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
2	8	10	5	11	16	1	4	5

314 | NUMBER OF FATAL ACCIDENTS PER GENDER

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	0	0	0	1	1	0	0	0
0	0	0	0	2	2	0	1	1

315 | NUMBER OF COMMUTING ACCIDENTS RESULTING IN SICK LEAVE PER GENDER

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
72	243	315	96	254	350	93	237	330

316 | NUMBER OF ACCIDENTS SUFFERED BY TEMPORARY EMPLOYEES WORKING IN THE COMPANY PER GENDER

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	4	4	4	7	11	1	2	3

32 | BREAKDOWN OF ACCIDENTS BY MATERIAL ASPECT**321 | NUMBER OF ACCIDENTS INVOLVING SERIOUS RISKS**

Codes 32 to 40:

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	0	0	0	0	0	1	3	4

322 | NUMBER OF ACCIDENTS INVOLVING FALLS FROM HEIGHTS

Code 02:

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
12	36	48	8	36	44	12	45	57

323 | NUMBER OF ACCIDENTS CAUSED BY MACHINES, EXCLUDING THOSE INVOLVING THE ABOVE CODES

Codes 09 to 30:

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	1	1	0	1	1	0	0	0

324 | NUMBER OF ACCIDENTS INVOLVING HANDLING, TRANSFER OR STORAGE

Codes 01, 03, 04, 06, 07, 08:

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
8	36	44	9	49	58	7	23	30

325 | NUMBER OF ACCIDENTS CAUSED BY ACCIDENTAL MOVEMENT OF OBJECTS

Code 05:

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
3	4	7	8	14	22	5	10	15

326 | OTHER CASES OF ACCIDENTS

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
30	77	107	32	96	128	28	98	126
0	6	6	0	1	1	1	1	2
						including declarations following bank robberies		

In accordance with the classification code for the material aspect of work-related accidents (decree dated October 10, 1974).

35 | EXPENDITURE ON SAFETY**351 | STAFF TRAINING ON SAFETY**

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
7,784	12,659	20,443	7,179	11,488	18,667	8,621	12,724	21,345

352 | EXPENDITURE ON SAFETY (in millions of Euros)

2014	2015	2016
36.58	41.04	51.54



- 41 - HOURS WORKED AND FLEXIBLE WORKING HOURS
- 42 - ORGANIZATION OF WORKING HOURS
- 45 - EXPENDITURE TO IMPROVE WORKING CONDITIONS

41 | HOURS WORKED AND FLEXIBLE WORKING HOURS

411 | NUMBER OF HOURS IN A WORKING WEEK

General rule: 35h (average number of hours worked by a full-time employee during the year).
Particular working hours in accordance with flexible working hours agreed locally.

412 | NUMBER OF EMPLOYEES WORKING OVERTIME BENEFITING FROM TIME OFF IN LIEU OF OVERTIME WAGES

2014	2015	2016
3	8	11

Change in labour laws (August 20, 2008): only hours worked above the annual quota entitle employees to take time off in lieu of overtime (compensatory time).

412-A | EXECUTIVE STAFF SUBJECT TO AN ANNUAL WORKING DAYS AGREEMENT

Under the terms of the company-wide agreement dated July 20, 2000 on the reorganization and reduction of working time, the annual working days system concerns the following category of employees: *“executive staff whose working hours cannot be pre-determined owing to the nature of their activities, the responsibilities entrusted to them and the degree of autonomy they have in organizing their time. They occupy a position whose main goal is to lead and guide a team, or whose objective requires great skill in project management.”*

The company-wide agreement dated July 20, 2000, as amended, provides for two annual working day systems:

- The mandatory system whose details are laid out in the agreement dated July 20, 2000
- The optional system whose principles are defined in the company-wide agreement dated December 1, 2006 which amends the previous agreement dated July 20, 2000. This annual working day system may be chosen freely by the individual employee.

412-A | NUMBER OF EXECUTIVE STAFF SUBJECT TO AN ANNUAL WORKING DAYS AGREEMENT

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
10,175	8,284	18,459	10,360	8,697	19,057	10,774	9,301	20,075

412-B | MONITORING THE WORKLOAD OF EXECUTIVE STAFF EMPLOYED ON AN ANNUAL WORKING DAYS BASIS

The organization of the work of an executive is monitored by his or her manager. As such, the company-wide agreement dated July 20, 2000 on the reorganization and reduction of working time provides for the following: *“All executives employed on an annual working days basis are informed of the way the organization of their work, the length of their working days and their consequent workload are monitored. A review of their work is carried out at their first professional assessment following the signature of the agreement.”*

This process is subsequently repeated every year. The BNP Paribas S.A. company-wide agreement dated December 1, 2006 which amends the previous agreement dated July 20, 2000 also provides that *“the status of executive employed on an annual working days basis must not lead to an increase in the workload of the executive concerned under conditions inappropriate to the organization of his or her working time.”*

413 | NUMBER OF EMPLOYEES BENEFITING FROM FLEXTIME

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
1,957	5,390	7,347	1,942	5,148	7,090	Technical staff	1,740	5,045	6,785
328	667	995	389	767	1,156	Executive staff	500	940	1,440
2,285	6,057	8,342	2,331	5,915	8,246	TOTAL	2,240	5,985	8,225

414 | NUMBER OF EMPLOYEES WORKING PART-TIME

90%									
2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
9	137	146	9	194	203	Technical staff	8	234	242
7	97	104	5	152	157	Executive staff	6	182	188
16	234	250	14	346	360	TOTAL	14	416	430

80%									
2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
97	2.109	2.206	89	1.901	1.990	Technical staff	74	1.772	1.846
87	1.150	1.237	96	1.126	1.222	Executive staff	88	1.109	1.197
184	3.259	3.443	185	3.027	3.212	TOTAL	162	2.881	3.043

60%									
2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
17	235	252	19	191	210	Technical staff	18	167	185
10	89	99	10	76	86	Executive staff	10	82	92
27	324	351	29	267	296	TOTAL	28	249	277

50%									
2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
99	445	544	92	408	500	Technical staff	77	395	472
45	101	146	44	112	156	Executive staff	38	103	141
144	546	690	136	520	656	TOTAL	115	498	613

MISCELLANEOUS									
2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
11	82	93	13	88	101	Technical staff	11	93	104
12	14	26	16	18	34	Executive staff	21	22	43
23	96	119	29	106	135	TOTAL	32	115	147

TOTAL PART-TIME									
2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
233	3.008	3.241	222	2.782	3.004	Technical staff	188	2.661	2.849
161	1.451	1.612	171	1.484	1.655	Executive staff	163	1.498	1.661
394	4.459	4.853	393	4.266	4.659	TOTAL	351	4.159	4.510

414 | PERCENTAGE OF PART-TIME EMPLOYEES COMPARED TO THE TOTAL HEADCOUNT

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4.3%	22.5%	17.2%	4.3%	22.0%	16.9%	Technical staff	3.8%	22.0%	16.6%
1.3%	12.6%	6.6%	1.3%	12.4%	6.7%	Executive staff	1.2%	11.8%	6.4%
2.2%	17.9%	11.3%	2.2%	17.3%	10.9%	TOTAL	1.9%	16.8%	10.5%

414-A | NUMBER OF EMPLOYEES WORKING FULL-TIME

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
5,249	10,357	15,606	4,945	9,848	14,793	Technical staff	4,816	9,454	14,270
12,586	10,074	22,660	12,691	10,489	23,180	Executive staff	13,108	11,192	24,300
17,835	20,431	38,266	17,636	20,337	37,973	TOTAL	17,924	20,646	38,570

415-A | NUMBER OF EMPLOYEES WORKING PART-TIME DURING THE YEAR IN QUESTION

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
70	430	500	53	368	421	Technical staff	43	380	423
66	226	292	83	251	334	Executive staff	53	219	272
136	656	792	136	619	755	TOTAL	96	599	695

415-B | NUMBER OF EMPLOYEES WORKING PART-TIME WHO RESUMED FULL-TIME EMPLOYMENT DURING THE YEAR IN QUESTION

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
25	275	300	29	286	315	Technical staff	19	250	269
30	137	167	42	210	252	Executive staff	31	181	212
55	412	467	71	496	567	TOTAL	50	431	481

415-C | EXISTENCE OF DIFFERENT WAYS OF ORGANIZING WORK

EXISTENCE OF DIFFERENT WAYS OF ORGANIZING WORK TO FACILITATE THE RELATIONSHIP BETWEEN EMPLOYEES' FAMILY AND PROFESSIONAL LIVES:

- **Part time:** the principal solutions offered are 50%, 60%, 80% and 90% of full-time employment. The organization of the working hours can be on a daily, weekly or annual basis.
- **Flexible working hours:** flexible working hours enable employees to manage their time in a way that strikes a better balance between their professional duties and private lives. This is achieved by allowing employees subject to collective work schedules to choose when they begin and when they end their working day provided, however, they respect a core period when they must be present at work. Compensatory time credit may also be provided for later use during the calendar year in question.
- **Flexitime:** all employees on unlimited-term contracts may benefit from variable work schedules that allow employees to take unpaid leave.
- **The right to take leave of absence to take care of a sick child:** authorization to take paid leave in the event of illness affecting one or several children is granted to the mother or father. BNP Paribas grants 3 additional days to the 3 days per sliding 12-month period allowed by the Collective Agreement governing the banking industry, and extends the age of the child (or children) from 14 to 15 years.

LOCAL SERVICES:

- **Contribution of the company to the cost of childminding facilities for infants:** the maximum daily allowance for childminding fees that may be granted for all children up to the age of 10, is 5.30 €.
- **Family tax credit:** the expenses incurred by the company are well above the ceiling for tax deductions.

416 | NUMBER OF DAYS OF ANNUAL HOLIDAYS

27 26 days of annual holidays +1 additional day.

417 | PAID PUBLIC HOLIDAYS

2014	2015		2016
10	8	Mondays Off	8
8	9	Saturdays Off	5

42 | ORGANIZATION OF WORKING HOURS

421 | NUMBER OF EMPLOYEES ON FLEXIBLE WORKING HOURS

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
330	661	991	388	668	1,056	Technical staff	438	606	1,044
88	119	207	161	210	371	Executive staff	150	156	306
418	780	1,198	549	878	1,427	TOTAL	588	762	1,350

This indicator refers, for the most part, to employees working days.

421-A | NUMBER OF EMPLOYEES WORKING NIGHTS

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
137	145	282	137	146	283	Technical staff	123	181	304
3	2	5	12	7	19	Executive staff	13	6	19
140	147	287	149	153	302	TOTAL	136	187	323

Working night between 9 pm and 6 am: Act of May 9, 2001, company agreement dated February 18, 2002.

The organization of work in cycles makes it impossible to distinguish between flexible working hours and nightwork: whenever there is nightwork, the employees are included in the 421-A indicator.

45 | EXPENDITURE TO IMPROVE WORKING CONDITIONS

451 | TOTAL EXPENDITURE (in millions of Euros)

2014	2015		2016
138.14	105.22		451 - Expenditure to improve working conditions

These sums represent expenditure devoted to the upgrading and reorganization of working areas and to the improvement of reception areas reserved for customers.



51 - IN-SERVICE PROFESSIONAL TRAINING

52 - TRAINING LEAVE

53 - WORK-STUDY CONTRACTS

51 | IN-SERVICE PROFESSIONAL TRAINING

511 | PERCENTAGE OF TOTAL PAYROLL DEVOTED TO IN-SERVICE PROFESSIONAL TRAINING

2014	2015		2016
4.00%	4.57%	As % of payroll	4.64%

Figure estimated for the reference year.

512 | AMOUNT DEVOTED TO IN-SERVICE PROFESSIONAL TRAINING (in millions of Euros)

2014	2015		2016
88.43	101.86	Expenditure on training	105.50

Figure estimated for the reference year.

513 | NUMBER OF STAFF TRAINED

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,355	11,178	15,533	4,257	10,997	15,254	Technical staff	4,197	10,756	14,953
11,039	9,922	20,961	12,500	11,312	23,812	Executive staff	13,102	12,247	25,349
15,394	21,100	36,494	16,757	22,309	39,066	TOTAL	17,299	23,003	40,302

Individuals are counted once, even if they follow more than one training course.

REMINDER, NUMBER OF EMPLOYEES AS AT DECEMBER 31 OF THE PREVIOUS YEAR:

2013			2014				2015		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,730	12,193	16,923	4,471	11,526	15,997	Technical staff	4,128	10,802	14,930
12,534	10,717	23,251	12,532	11,096	23,628	Executive staff	12,665	11,561	24,226
17,264	22,910	40,174	17,003	22,622	39,625	TOTAL	16,793	22,363	39,156

i.e. the number of employees liable to receive training during the following year.

% IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MALE AND FEMALE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
25.73	66.05	91.79	26.61	68.74	95.36	Technical staff	28.11	72.04	100.15
47.48	42.67	90.15	52.90	47.88	100.78	Executive staff	54.08	50.55	104.64
38.31	52.52	90.84	42.29	56.30	98.59	TOTAL	44.18	58.75	102.93

Number of beneficiaries in year n compared with total headcount in year n-1.

% IN TERMS OF TOTAL HEADCOUNT TECHNICAL OR EXECUTIVE STAFF, MALE OR FEMALE

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
92.07	91.68	91.79	95.21	95.41	95.36	Technical staff	101.67	99.57	100.15
88.07	92.58	90.15	99.74	101.95	100.78	Executive staff	103.45	105.93	104.64
89.17	92.10	90.84	98.55	98.62	98.59	TOTAL	103.01	102.86	102.93

Number of beneficiaries in year n compared with total headcount in year n-1.

513-1 | NUMBER OF INDIVIDUALS RECEIVING TRAINING WITH THEIR PERSONAL TRAINING ACCOUNTS (CPF) IN WORKING HOURS

	2016		
	Male	Female	Total
Technical staff	71	135	206
Executive staff	34	24	58
TOTAL	105	159	264

New indicator 2016.

513-2 | INCLUDING THE NUMBER OF INDIVIDUALS RECEIVING TRAINING RECOGNIZED BY A DIPLOMA WITH THEIR PERSONAL TRAINING ACCOUNT (CPF)

	2016		
	Male	Female	Total
Technical staff	71	134	205
Executive staff	32	23	55
TOTAL	103	157	260

New indicator 2016.

514 | NUMBER OF TRAINING HOURS BY LEVEL (including non chargeable hours)

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
142,646	322,006	464,652	159,924	376,116	536,040	Technical staff	121,040	278,676	399,716
307,116	306,097	613,213	323,397	331,870	655,267	Executive staff	354,987	362,962	717,949
449,762	628,104	1,077,865	483,321	707,986	1,191,307	TOTAL	476,027	641,638	1,117,665

515-1 | NEW LEARNING AREAS AND CATEGORIES

For 2015 and 2016, the new tables include the new areas and sub-areas defined by the 2014 Employment law.

	2014	
	Number of hours	Number of training sessions
CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES		
Quality	1,469	129
Group Knowledge and Induction	37,011	1,412
Strategy and Ethics General Orientation	12,902	5,035
Security	30,379	22,537
Total	81,760	29,113
BUSINESS LINES TECHNICAL TRAINING		
Marketing and Sales Techniques	196,753	35,838
Banking Diplomas	63,598	3,004
Financial and Banking Products and Services	145,288	20,222
Securities Services	797	143
Insurance	29,995	3,802
Corporate Finance	1,810	600
Credit and Finance	47,087	3,925
Advisory Service - Wealth Management	84,874	5,152
Asset Management	1,577	192
Real Estate	7,911	896
Capital Markets	3,343	524
Total	583,033	74,298
BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING		
Legal and Tax Affairs	7,263	3,466
Human Resources	11,286	1,366
IT	23,074	4,073
Back Office	1,345	1,417
Accounting, Finance and Management Control	15,856	2,051
Procurement and Logistics	1,996	279
Internal Audit and Control	10,623	1,044
Communications	2,236	720
Total	73,679	14,416
RISKS		
Risk Essentials	13,261	19,062
Insurance Risk	190	45
Market Risk and Liquidity Risk	522	315
Credit Risk and Counterpart Risk	10,016	1,340
Compliance Risk / Reputation Risk	95,899	65,316
Operational Risk	3,432	3,195
Total	123,319	89,273
INDIVIDUAL COMPETENCIES		
Personal Development	52,717	8,280
Project Management and Organization	12,152	1,000
Languages	46,968	4,002
Career Support	4,506	254
IT Tools and NTIC	10,860	3,306
First Aid	7,032	826
Total	134,234	17,668
MANAGEMENT		
Leadership	3,425	283
Performance Management	4,131	547
Team Management	64,419	7,366
Management Values and Principles	7,449	370
Total	79,425	8,566
UNKNOWN VALUE		
Unknown learning areas	2,415	338
Total	2,415	338
TOTAL	1,077,865	233,672

	2015		2016	
	Number of hours	Number of training sessions	Number of hours	Number of training sessions
CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES				
Quality	2,677	271	4,134	999
Group Knowledge and Induction	58,910	2,214	59,437	6,552
Strategy and Ethics General Orientation	3,905	823	25,471	41,337
Security	36,559	24,063	36,591	23,854
Total	102,050	27,371	125,633	72,742
BUSINESS LINES TECHNICAL TRAINING				
Marketing and Sales Techniques	227,212	44,914	104,766	21,760
Banking Diplomas	52,774	2,402	1,577	105
Financial and Banking Products and Services	186,741	35,128	198,877	33,769
Financial Products and Services	1,582	738	271	134
Securities Services	175	101	128	94
Insurance	32,043	26,499	8,201	2,046
Corporate Finance	1,821	957	12,637	2,005
Credit and Finance	40,415	9,712	66,229	9,417
Advisory Service - Wealth Management	84,356	13,150	104,791	13,739
Asset Management	1,331	151	1,711	268
Real Estate	22,652	2,525	46,421	5,042
Capital Markets	3,446	301	3,587	318
Total	654,548	136,578	549,195	88,697
BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING				
Legal and Tax Affairs	7,714	8,147	13,168	4,050
Human Resources	14,159	1,890	9,900	1,874
IT	19,878	4,120	21,156	3,760
Back Offices	494	831	697	827
Accounting, Finance and Management Control	13,362	2,922	9,108	3,072
Procurement and Logistics	2,134	276	1,004	72
Internal Audit and Control	9,540	904	15,665	1,478
Communications	2,941	771	1,733	524
Social and Environmental Responsibility	14	34	575	962
Total	70,236	19,895	73,006	16,619
RISKS				
Non-compliance risks / Reputational risk	312	377	969	133
Non-compliance risks / Anti-money-laundering measures	13,990	19,458	33,307	40,086
Non-compliance risks / Banking structure	379	31	699	234
Non-compliance risks / Corruption	193	386	169	302
Non-compliance risks / Conflict of interests	3,941	5,258	1,181	1,521
Non-compliance risks / Protection of data	46	156	222	295
Non-compliance risks / FATCA/AEOI	4,051	9,544	6,397	13,958
Non-compliance risks / General awareness-building	73,496	58,495	16,353	9,740
Non-compliance risks / Know your customer (KYC)	597	665	20,295	26,756
Non-compliance risks / Markets	2,067	3,942	13,184	17,908
Non-compliance risks / Professional ethics	8,787	17,128	1,031	1,684
Non-compliance risks / Protection of the customer's interests (PCI)	3,343	9,983	1,327	2,590

	2015		2016	
	Number of hours	Number of training sessions	Number of hours	Number of training sessions
Non-compliance risks / Sanctions and embargoes	22,150	41,848	23,780	40,207
Non-compliance risks / Specific issues	804	2,314	6,609	14,124
Non-compliance risks / Cross-functional financial security	0	2	967	93
Credit risk and counterparty risk	8,940	1,002	8,326	1,133
Insurance risk	127	7	71	8
Market risk and liquidity risk	935	161	1,058	151
Operational risk and permanent control	3,795	2,273	4,134	2,302
Fundamental principles of risk management	6,685	8,750	27,751	10,549
Total	154,637	181,780	167,828	183,774
INDIVIDUAL COMPETENCIES				
Personal Development	52,197	9,751	54,039	9,676
Project Management and Organization	13,315	1,054	12,008	1,116
Languages	36,488	3,074	50,658	4,397
Career Support	5,820	371	4,613	341
IT Tools and NTIC	9,260	3,778	12,944	3,720
First Aid	6,242	706	7,260	847
Total	123,323	18,734	141,522	20,097
MANAGEMENT				
Leadership	4,078	442	8,776	851
Performance Management	21,494	4,963	8,253	2,532
Team Management	52,848	6,397	29,416	6,047
Management Values and Principles	8,092	786	8,833	862
Total	86,513	12,588	55,277	10,292
DIGITAL				
Gamification and Technological Vigil	-	-	14	1
Digital Branding et Communication online	-	-	28	2
User Experience	-	-	3,507	586
Social Media	-	-	1,417	1,582
Marketing on line	-	-	14	1
IT & Process	-	-	122	8
Web analytics et Data	-	-	91	3
Sales and E-Business	-	-	10	2
Total	-	-	5,202	2,185
TOTAL	1,191,307	396,946	1,117,665	394,406

515-2 | NUMBER OF HOURS BY TYPE OF TRAINING

2014	2015		2016
965,395	1,002,635	Classroom training sessions	849,848
73,810	78,849	On-the-job training	115,151
38,660	109,823	Open distance learning	152,666
1,077,865	1,191,307	TOTAL	1,117,665

52 | TRAINING LEAVE

521 | NUMBER OF EMPLOYEES BENEFITING REMUNERATED OR PARTLY REMUNERATED TRAINING LEAVE

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
6	11	17	7	11	18	8	28	36
0	2	2	0	3	3	0	0	0
6	13	19	7	14	21	8	28	36
						Remunerated		
						Partly remunerated		
						TOTAL		

522 | NUMBER OF EMPLOYEES BENEFITING NOT REMUNERATED TRAINING LEAVE

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
3	8	11	2	4	6	1	8	9

523 | NUMBER OF REFUSED TRAINING LEAVE

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	0	0	0	0	0	0	0	0

53 | WORK-STUDY CONTRACTS

531 | NUMBER OF APPRENTICESHIP AND OTHER WORK-STUDY CONTRACTS AT DECEMBER 31ST

2014			2015			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total
472	560	1,032	482	524	1,006	483	523	1,006
306	433	739	328	485	813	407	525	932
778	993	1,771	810	1,009	1,819	890	1,048	1,938
						Apprenticeship		
						Other work-study contracts		
						TOTAL		

6 | PROFESSIONAL RELATIONS



- 61 - EMPLOYEE REPRESENTATIVES
- 62 - EMPLOYEE COMMUNICATIONS
- 63 - DISPUTES

61 | EMPLOYEE REPRESENTATIVES

611 | PARTICIPATION IN EMPLOYEE REPRESENTATIVE ELECTIONS

2014		2015		BODY OF ELECTORS	2016	
Number registered	As % of voters	Number registered	As % of voters		Number registered	As % of voters
-	-	-	-	Technical staff	-	-
-	-	-	-	Executive staff	-	-

No elections in 2014, 2015 and 2016.

611 | PARTICIPATION IN WORK COUNCIL ELECTIONS

2014		2015		BODY OF ELECTORS	2016	
Number registered	As % of voters	Number registered	As % of voters		Number registered	As % of voters
-	-	-	-	Technical staff	-	-
-	-	-	-	Executive staff	-	-

No elections in 2014, 2015 and 2016.

612 | TOTAL NUMBER OF HOURS ALLOWED FOR EMPLOYEE REPRESENTATION ACTIVITIES

All employee representation in the Bank is decentralized at the level of each group of branches or group of sales support centres, each business centre and each provincial Client Relations Centre platform.

In addition, the representative Trade Union Organizations appoint, in accordance with the law and the Collective Agreement, union representatives among the employee representatives and among the Works Councils, as well as union representatives in each of the different Entities of the Bank.

The total number of hours allowed for employee representation in all these bodies amounted to approximately 635,886 hours in 2016, excluding meetings with Management or committee meetings.

613 | NUMBER OF MEETINGS WITH THE EMPLOYEES' REPRESENTATIVES DURING THE YEAR IN QUESTION

2014	2015		2016
1,310	1,231	Staff Representatives	1,241
866	760	CHSCT	710
149	156	Works Councils	135
97	81	Specialized Committees	72
73	148	Union Delegates	125

The indicator includes Specialized Committees of the Central Works Council.

614 | DATE OF SIGNATURE AND SUBJECT OF AGREEMENTS SIGNED IN THE COMPANY**PROFIT-SHARING – INCENTIVE SCHEMES – EMPLOYEE SAVINGS PLANS**

- February 1, 2016: Amendment No. 2 to the incentive agreement giving employees an interest in the results of BNP Paribas S.A. dated June 28, 2013.
- June 29, 2016: Incentive agreement giving employees an interest in the results of BNP Paribas S.A.
- November 7, 2016: Agreement regarding the conditions governing the distribution of additional BNP Paribas S.A. profit sharing paid with respect to the 2015 financial year.
- November 7, 2016: Amendment No. 4 to the agreement defining the rules governing employer contributions applicable to employees of BNP Paribas S.A. with respect to the Company Savings Plan (PEE) of the BNP Paribas Group dated December 21, 2009.

SOCIAL DIALOGUE AND EMPLOYEE REPRESENTATION BODIES

- February 19, 2016: Agreement recognizing the loss of distinct entity status and transitional provisions pending the forthcoming professional elections within BNP Paribas S.A.
- March 15, 2016: Agreement on additional communication resources allocated to the employee representation bodies of BNP Paribas S.A.
- July 29, 2016: Agreement on the terms and conditions governing the organization of an electronic voting system for 2017 Works Council and Employee Representative elections within BNP Paribas S.A.
- December 21, 2016: Agreement establishing exceptional, and transitional, replacement rules during the mandate renewal period provided for by the company-wide agreement dated December 21, 2016 within BNP Paribas S.A.
- December 21, 2016: Agreement on the renewal of the mandates of the employee representatives of the entities, members of the Central Works Council, employee representatives of the CHSCT committees of BNP Paribas S.A.
- December 21, 2016: Amendment to the company-wide agreement dated March 15, 2013 "on the social dialogue and representation bodies of the personnel of BNP Paribas S.A. for the term of office that will run from 2013 to 2017".
- December 21, 2016: Amendment to the company-wide agreement dated July 29, 2016 on the terms and conditions governing the organization of an electronic voting system for the forthcoming elections of employee representatives of BNP Paribas S.A. scheduled in 2017.

TELEWORKING – FLEX OFFICE

- June 29, 2016: Agreement on the continued expansion of the home-based teleworking experiment conducted within BNP Paribas S.A.

DIVERSITY

- May 30, 2016: Agreement on Diversity within BNP Paribas S.A.
- August 2, 2016: Agreement on the intergenerational agreement within BNP Paribas S.A.

EMPLOYMENT

- January 28, 2016: Agreement on the active management of employment and skills within the BNP Paribas Group in France.

MISCELLANEOUS

- April 21, 2016: Agreement on the choice of method with a view to negotiating the draft majority company-wide agreement on the plan to boost internal mobility and voluntary departures within the framework of plans to transform BNP Paribas CIB for BNP Paribas S.A.

615 | NUMBER OF EMPLOYEES BENEFITING FROM LEAVE OF ABSENCE FOR UNION-ORGANIZED TRAINING

2014	2015	2016
703	487	181

62 | EMPLOYEE COMMUNICATIONS

622 | INDUCTION PROCEDURE

- The new recruit is welcomed by a member of the Senior Management team of his or her entity and then by the immediate head of the department to which the recruit is appointed.
- The welcoming HR department:
 - 1) Presents to the new recruit the conditions governing subscription to the BNP Paribas complementary health insurance.
 - 2) Gives the employee explanations about:
 - The presentation of the Group's intranet site - Echonet,
 - Training opportunities,
 - Remuneration,
 - Profit-sharing and incentive schemes,
 - Employee savings schemes,
 - Working hours and holidays,
 - Welfare and complementary health insurance,
 - Practical information (the social activities of the Works Council, the advantages related to banking operations, the A.S.C...),
 - The INCA tool: management of paid holidays,
 - The SITADIN tool: updating of personal details, certificate requests, acquisition of flexible working hours, using the Group's intranet site - Echonet,
 - The ALIS tool: HR assistance portal,
 - Professional mobility.
 - 3) Informs the employee about the existence of the Annual Report, the Collective Labour Agreement and Company Rules & Regulations - including the code of ethics - accessible on the Group's intranet site-Echonet.
 - 4) Informs the employee about the organization of the individual interviews and individual appraisal interviews.

623 | INFORMATION PROCEDURES

- Echonet, the Group's intranet, which carries daily news stories and provides content useful to employees' activities. A large number of filmed interviews are available on the intranet,
- Echonet Magazine, the quarterly magazine of the BNP Paribas Group providing background information about the day-to-day running of the company,
- Echonet Tube, the Group's monthly video journal, which broadcasts interviews and reports on the Group's activities around the world,
- The webzines of the different business lines.

Information is also circulated via targeted in-house mass-mailing processes and through the organization of meetings, the publication of memos, circulars, procedures, etc.

A large number of other news and information media within BNP Paribas S.A. also exist in the company's different divisions, business lines and functions.

The increasing popularity of internal social networks also demonstrates the use of collaborative and cross-functional means of interaction.

■ Internal communications, a vector for employee cohesion

Internal communications addresses all Group employees with a view to:

- Explaining the organization and company's strategy
- Promoting the corporate culture and values of BNP Paribas
- Strengthening employee commitment

Internal communications focuses on the sharing of information, on facilitating dialogue between employees and promoting synergies between the business lines. Through the various internal communications media at their disposal (Echonet, Echonet Magazine, Echonet Tube, mass-mailings,...), employees were kept updated about major news stories and events related to the Group's activities. They were also made aware of the new regulatory requirements, the major projects and the corporate strategy implemented by the Group.

The strategy pursued by internal communications seeks to facilitate dialogue between employees as well as between employees and members of the senior management team. Employees were able to put their questions to senior managers during video interviews entitled Face to Face that were broadcast on the intranet and published in the Echonet Magazine. Working breakfasts attended by members of the Executive Committee and employees were also organized on a monthly basis.

Internal communications also encourages employees to become actively involved in communications themselves. For this, they were invited to comment on and rate articles or news on the intranet. They were also able to offer testimonials on the topics presented in the "Sharing" section of the Echonet Magazine. They were also able to suggest topics for the Echonet Tube video journal.

624 | INDIVIDUAL INTERVIEWS

Thanks to the annual individual appraisal interview, it is possible:

- For the reporting period in question, firstly, to appraise the employees' performance in terms of how well they achieved their predetermined objectives, fulfilled their responsibilities, mastered the skills required for their position and, secondly, to provide feedback on how beneficial training programs followed by the employees have been to their professional performance.
- For the forthcoming reporting period, to define future orientations, which include job targets in addition to the identification of needs for professional growth and future career prospects.

The process is digitized via the My Development platform on a yearly basis.

625 | NUMBER OF EMPLOYEES ATTENDING THE INDIVIDUAL APPRAISAL INTERVIEW

The individual appraisal interview is a compulsory interview introduced by the French law dated March 5, 2014. Its purpose is to allow employees to take stock of their professional growth (both past and future) and examine any need for further training.

The individual appraisal interview must be held at least once every 2 years as well as after certain leaves of absence defined by the law (maternity leave, child-care leave, sabbatical leave, family support leave, period of secured voluntary mobility).

2015				2016		
Male	Female	Total		Male	Female	Total
994	2,693	3,687	Technical staff	2,414	6,571	8,985
5,193	4,676	9,869	Executive staff	8,231	7,993	16,224
6,187	7,369	13,556	TOTAL	10,645	14,564	25,209

The campaign for the reference year has not been finalized.

63 | DISPUTES

2014	2015		2016
631 - Number of appeals to extrajudicial arbitration systems			
4	7	to the Bank's "appeal formation" Joint Commission	3
17	11	to the Joint Commission for Disciplinary Action	17
50	41	632 - Number of legal proceedings	74
0	0	633 - Number of formal notices and reports received from the Labour inspectorate	1

7 | OTHER WELFARE FACILITIES PROVIDED BY THE COMPANY



71 - SOCIAL AND CULTURAL ACTIVITIES

72 - OTHER WELFARE CONTRIBUTIONS

71 | SOCIAL AND CULTURAL ACTIVITIES (IN MILLIONS OF EUROS)

711 | EXPENSES INCURRED DIRECTLY BY THE HEAD OFFICE

2014	2015		2016
12.07	11.26	Restaurants	11.84
10.55	10.37	Commuting	9.42
1.19	1.23	Medical expenses (Paris and the Provinces)	1.32
7.33	7.50	Family benefits	7.43
1.25	1.23	Miscellaneous benefits	1.10
32.37	31.59	TOTAL	31.11

712 | PAYMENTS MADE TO THE CENTRAL WORKS COUNCIL (in millions of Euros)

2014	2015		2016
30.76	30.79	Contribution to midday meal expenses	32.28
Family welfare			
4.13	4.10	Contribution to childminding fees	4.20
0.06	0.06	Miscellaneous aid	0.07
4.19	4.16	TOTAL	4.27
Leisure activities			
16.00	17.41	Summer camp and contribution to employees' holidays	17.90
2.36	2.37	A.S.C.	2.37
0.33	0.33	Miscellaneous	0.07
18.69	20.11	TOTAL	20.34
13.73	13.83	Locally based activities	13.93
Miscellaneous			
1.45	1.64	Administrative costs	1.63
1.01	0.78	Investments	1.00
2.46	2.42	TOTAL	2.63
69.83	71.31	GRAND TOTAL	73.45

Estimate of spending for the reference year.

TOTAL WELFARE BUDGET (in millions of Euros)

2014	2015		2016
32.37	31.59	Budget allocated by Senior Management	31.11
69.83	71.31	Budget allocated to the Central Works Council*	73.45
102.20	102.90	TOTAL	104.56

* Estimate of spending for the reference year.

72 | OTHER WELFARE CONTRIBUTIONS

■ WELFARE AND COMPLEMENTARY HEALTH INSURANCE

The BNP Paribas complementary health insurance reimburses the health expenses incurred by all BNP Paribas S.A. employees and, on a voluntary basis, the health expenses of their spouses and children, and retired persons.

In 2016, the employer's contribution amounted to € 14.45 millions.

■ FLEXIBLE WELFARE

Flexible Welfare is the welfare scheme covering employees against the risks of death, disability and incapacity liable to arise during both their private and professional lives. The contract is offered on an optional basis to employees on unpaid leave (risk of death and disability).

For the 2016 financial year, the employer's contribution amounted to € 18.38 millions.

■ PERE BNP PARIBAS CONTRACT

The PERE BNP PARIBAS contract is a compulsory, company-level pension scheme over and above the complementary pension fund, set up by company agreement, in favour of all employees of BNP Paribas S.A.

It is funded by contributions paid by the company fixed at 1% of the annual salary capped at 110% of the upper salary limit at which social security contributions are paid. Employees may add to the employer's contributions by making voluntary additional payments.

In 2016, payments made by the company amounted to € 14.40 millions.

SOME DEFINITIONS:

PTC	Permanent employees with unlimited term contracts.
FTC	BNP Paribas employees with fixed-term contracts.
Local	An employee working in his/her home company and paid by the latter. Is considered local any employee that is not expatriate, seconded or on loan.
On Loan	The employee is lent for a short period (three years maximum). He/she keeps his/her employment contract with the home company, who pays him/her and charges the corresponding expenses to the host company.
Seconded	The employee is seconded for at least three years. During this period the contract with the home company is suspended.
Expatriate	The employee is transferred to a country different from that of the home company for a minimum of 3 years. The employment contract in the home company is suspended. An expatriate is paid by the host company and included in the latter's headcount.
Trainee-Apprentice	A training/apprenticeship agreement must have been signed between BNP Paribas and the student's school or university.

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BNP PARIBAS

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