

# SOCIAL REPORT 2017

## 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)

2015			2016			2017			
Male	Female	Total	Male	Female	Total	Male	Female	Total	
16,793	22,363	39,156	16,954	22,557	39,511	111-A - Paid headcount*	16,728	22,241	38,969
426	1,231	1,657	431	1,200	1,631	Unpaid absentees	412	1,202	1,614
810	1,009	1,819	890	1,048	1,938	Work-study contracts	948	1,075	2,023
<b>18,029</b>	<b>24,603</b>	<b>42,632</b>	<b>18,275</b>	<b>24,805</b>	<b>43,080</b>	<b>111-B - Total headcount</b>	<b>18,088</b>	<b>24,518</b>	<b>42,606</b>
513	414	927	501	427	928	On secondment in France	504	436	940
542	144	686	474	124	598	On secondment outside France	432	119	551
<b>19,084</b>	<b>25,161</b>	<b>44,245</b>	<b>19,250</b>	<b>25,356</b>	<b>44,606</b>	<b>111-C - Total headcount including employees on secondment</b>	<b>19,024</b>	<b>25,073</b>	<b>44,097</b>

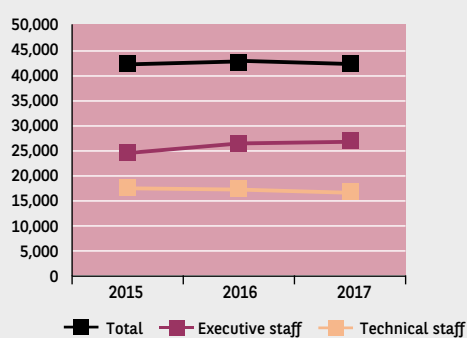
\*Including 25 employees received on secondment in 2014, 35 employees received on secondment in 2015 and 40 employees received on secondment in 2016.

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

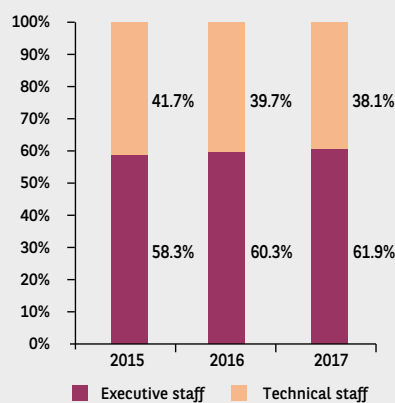
2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
5,167	12,630	<b>17,797</b>	5,004	12,115	<b>17,119</b>	4,805	11,440	<b>16,245</b>
29.0%	71.0%	100.0%	29.2%	70.8%	100.0%	29.6%	70.4%	100.0%
12,862	11,973	<b>24,835</b>	13,271	12,690	<b>25,961</b>	13,283	13,078	<b>26,361</b>
51.8%	48.2%	100.0%	51.1%	48.9%	100.0%	50.4%	49.6%	100.0%
<b>18,029</b>	<b>24,603</b>	<b>42,632</b>	<b>18,275</b>	<b>24,805</b>	<b>43,080</b>	<b>18,088</b>	<b>24,518</b>	<b>42,606</b>
42.3%	57.7%	100.0%	42.4%	57.6%	100.0%	42.5%	57.5%	100.0%

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
28.7%	51.3%	<b>41.7%</b>	27.4%	48.8%	<b>39.7%</b>	26.6%	46.7%	<b>38.1%</b>
71.3%	48.7%	<b>58.3%</b>	72.6%	51.2%	<b>60.3%</b>	73.4%	53.3%	<b>61.9%</b>
<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

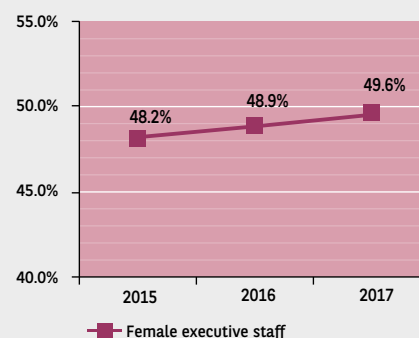
Change in headcount



Change in headcount (as a %)



Change in female executive staff (as a %)



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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
5,087	11,898	<b>16,985</b>	4,936	11,418	<b>16,354</b>	4,741	10,774	<b>15,515</b>
12,807	11,637	<b>24,444</b>	13,218	12,354	<b>25,572</b>	13,237	12,740	<b>25,977</b>
<b>17,894</b>	<b>23,535</b>	<b>41,429</b>	<b>18,154</b>	<b>23,772</b>	<b>41,926</b>	<b>17,978</b>	<b>23,514</b>	<b>41,491</b>

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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
3,779	8,094	11,873	3,541	7,548	11,089	3,342	7,101	10,443
11,809	9,596	21,405	12,026	10,018	22,044	12,246	10,697	22,943
15,588	17,690	33,278	15,567	17,566	33,133	15,588	17,798	33,386
						TOTAL		

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)

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Paid headcount</b>								
52	128	180	45	96	141	61	86	147
55	58	113	51	59	110	172	288	460
107	186	293	96	155	251	233	374	607
<b>Unpaid absentees</b>								
0	0	0	0	1	1	0	2	2
0	0	0	0	1	1	0	0	0
0	0	0	0	2	2	0	2	2
<b>Apprenticeship*</b>								
482	524	1,006	483	523	1,006	488	519	1,007
0	0	0	0	0	0	0	0	0
482	524	1,006	483	523	1,006	488	519	1,007
<b>Other work-study contracts</b>								
328	485	813	407	525	932	460	556	1,016
0	0	0	0	0	0	0	0	0
328	485	813	407	525	932	460	556	1,016
<b>TOTAL</b>								
862	1,137	1,999	935	1,145	2,080	1,007	1,163	2,170
55	58	113	51	60	111	172	288	460
917	1,195	2,112	986	1,205	2,191	1,179	1,451	2,630

\*Including 2 Industrial Training & Research Agreement (CIFRE) contracts.

## 114 | AVERAGE MONTHLY HEADCOUNT (one for one)

2015		2016		2017	
18,168		17,357		16,566	
24,433		25,312		26,089	
42,600		42,669		42,655	
				TOTAL	

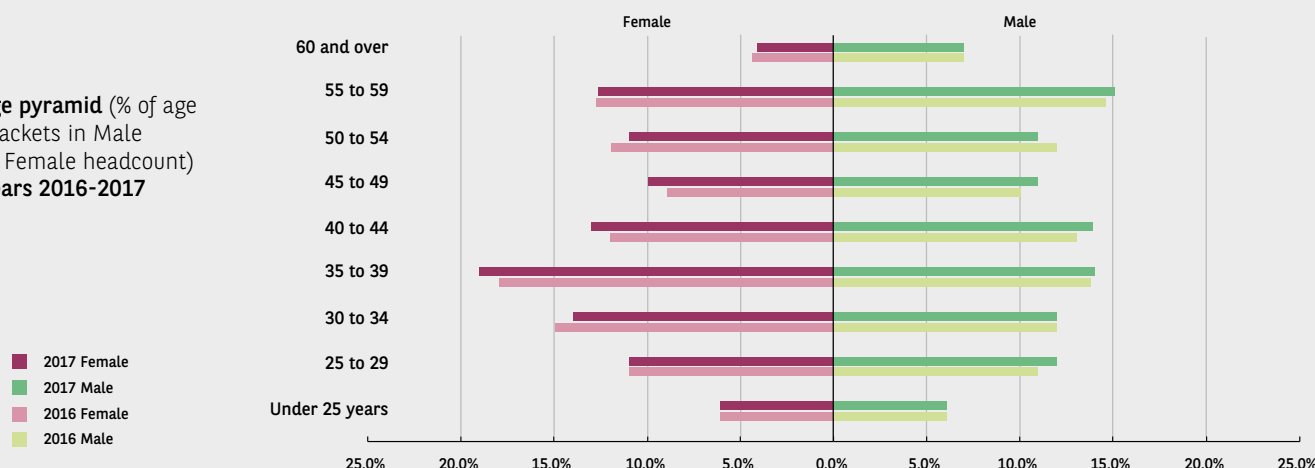
Monthly headcount obtained by adding together the number of employees at the end of each month and dividing the total by 12.

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

2015						2016						2017						
M	%	F	%	Total	%	M	%	F	%	Total	%	M	%	F	%	Total	%	
<b>UNDER 25</b>																		
938	18.2	1,326	10.5	<b>2,264</b>	<b>12.7</b>	945	18.9	1,291	10.7	<b>2,236</b>	<b>13.1</b>	Technical staff	944	19.6	1,245	10.9	<b>2,189</b>	<b>13.5</b>
168	1.3	195	1.6	<b>363</b>	<b>1.5</b>	174	1.3	197	1.6	<b>371</b>	<b>1.4</b>	Executive staff	151	1.1	209	1.6	<b>360</b>	<b>1.4</b>
<b>1,106</b>	<b>6.1</b>	<b>1,521</b>	<b>6.2</b>	<b>2,627</b>	<b>6.2</b>	<b>1,119</b>	<b>6.1</b>	<b>1,488</b>	<b>6.0</b>	<b>2,607</b>	<b>6.1</b>	<b>TOTAL</b>	<b>1,095</b>	<b>6.1</b>	<b>1,454</b>	<b>5.9</b>	<b>2,549</b>	<b>6.0</b>
<b>25 TO 29 YEARS</b>																		
821	15.9	1,545	12.2	<b>2,366</b>	<b>13.3</b>	894	17.9	1,506	12.4	<b>2,400</b>	<b>14.0</b>	Technical staff	919	19.1	1,446	12.6	<b>2,365</b>	<b>14.6</b>
995	7.7	1,030	8.6	<b>2,025</b>	<b>8.2</b>	1,163	8.8	1,180	9.3	<b>2,343</b>	<b>9.0</b>	Executive staff	1,247	9.4	1,206	9.2	<b>2,453</b>	<b>9.3</b>
<b>1,816</b>	<b>10.1</b>	<b>2,575</b>	<b>10.5</b>	<b>4,391</b>	<b>10.3</b>	<b>2,057</b>	<b>11.3</b>	<b>2,686</b>	<b>10.8</b>	<b>4,743</b>	<b>11.0</b>	<b>TOTAL</b>	<b>2,166</b>	<b>12</b>	<b>2,652</b>	<b>10.8</b>	<b>4,818</b>	<b>11.3</b>
<b>30 TO 34 YEARS</b>																		
625	12.1	2,098	16.6	<b>2,723</b>	<b>15.3</b>	619	12.4	1,886	15.6	<b>2,505</b>	<b>14.6</b>	Technical staff	633	13.2	1,639	14.3	<b>2,272</b>	<b>14.0</b>
1,591	12.4	1,904	15.9	<b>3,495</b>	<b>14.1</b>	1,634	12.3	1,913	15.1	<b>3,547</b>	<b>13.7</b>	Executive staff	1,566	11.8	1,816	13.9	<b>3,382</b>	<b>12.8</b>
<b>2,216</b>	<b>12.3</b>	<b>4,002</b>	<b>16.3</b>	<b>6,218</b>	<b>14.6</b>	<b>2,253</b>	<b>12.3</b>	<b>3,799</b>	<b>15.3</b>	<b>6,052</b>	<b>14.0</b>	<b>TOTAL</b>	<b>2,199</b>	<b>12.2</b>	<b>3,455</b>	<b>14.1</b>	<b>5,654</b>	<b>13.3</b>
<b>35 TO 39 YEARS</b>																		
465	9.0	1,761	13.9	<b>2,226</b>	<b>12.5</b>	501	10.0	1,958	16.2	<b>2,459</b>	<b>14.4</b>	Technical staff	481	10.0	2,005	17.5	<b>2,486</b>	<b>15.3</b>
2,024	15.7	2,371	19.8	<b>4,395</b>	<b>17.7</b>	2,061	15.5	2,571	20.3	<b>4,632</b>	<b>17.8</b>	Executive staff	2,014	15.2	2,571	19.7	<b>4,585</b>	<b>17.4</b>
<b>2,489</b>	<b>13.8</b>	<b>4,132</b>	<b>16.8</b>	<b>6,621</b>	<b>15.5</b>	<b>2,562</b>	<b>14.0</b>	<b>4,529</b>	<b>18.3</b>	<b>7,091</b>	<b>16.5</b>	<b>TOTAL</b>	<b>2,495</b>	<b>13.8</b>	<b>4,576</b>	<b>18.7</b>	<b>7,071</b>	<b>16.6</b>
<b>40 TO 44 YEARS</b>																		
187	3.6	800	6.3	<b>987</b>	<b>5.5</b>	210	4.2	857	7.1	<b>1,067</b>	<b>6.2</b>	Technical staff	254	5.3	975	8.5	<b>1,229</b>	<b>7.6</b>
2,060	16.0	1,916	16.0	<b>3,976</b>	<b>16.0</b>	2,206	16.6	2,071	16.3	<b>4,277</b>	<b>16.5</b>	Executive staff	2,192	16.5	2,268	17.3	<b>4,460</b>	<b>16.9</b>
<b>2,247</b>	<b>12.5</b>	<b>2,716</b>	<b>11.0</b>	<b>4,963</b>	<b>11.6</b>	<b>2,416</b>	<b>13.2</b>	<b>2,928</b>	<b>11.8</b>	<b>5,344</b>	<b>12.4</b>	<b>TOTAL</b>	<b>2,446</b>	<b>13.5</b>	<b>3,243</b>	<b>13.2</b>	<b>5,689</b>	<b>13.4</b>
<b>45 TO 49 YEARS</b>																		
238	4.6	845	6.7	<b>1,083</b>	<b>6.1</b>	197	3.9	794	6.6	<b>991</b>	<b>5.8</b>	Technical staff	172	3.6	736	6.4	<b>908</b>	<b>5.6</b>
1,535	11.9	1,362	11.4	<b>2,897</b>	<b>11.7</b>	1,587	12.0	1,468	11.6	<b>3,055</b>	<b>11.8</b>	Executive staff	1,731	13.0	1,586	12.1	<b>3,317</b>	<b>12.6</b>
<b>1,773</b>	<b>9.8</b>	<b>2,207</b>	<b>9.0</b>	<b>3,980</b>	<b>9.3</b>	<b>1,784</b>	<b>9.8</b>	<b>2,262</b>	<b>9.1</b>	<b>4,046</b>	<b>9.4</b>	<b>TOTAL</b>	<b>1,903</b>	<b>10.5</b>	<b>2,322</b>	<b>9.5</b>	<b>4,225</b>	<b>9.9</b>
<b>50 TO 54 YEARS</b>																		
472	9.1	1,638	13.0	<b>2,110</b>	<b>11.9</b>	384	7.7	1,359	11.2	<b>1,743</b>	<b>10.2</b>	Technical staff	309	6.4	1,100	9.6	<b>1,409</b>	<b>8.7</b>
1,774	13.8	1,510	12.6	<b>3,284</b>	<b>13.2</b>	1,734	13.1	1,534	12.1	<b>3,268</b>	<b>12.6</b>	Executive staff	1,669	12.6	1,566	12.0	<b>3,235</b>	<b>12.3</b>
<b>2,246</b>	<b>12.5</b>	<b>3,148</b>	<b>12.8</b>	<b>5,394</b>	<b>12.7</b>	<b>2,118</b>	<b>11.6</b>	<b>2,893</b>	<b>11.7</b>	<b>5,011</b>	<b>11.6</b>	<b>TOTAL</b>	<b>1,978</b>	<b>10.9</b>	<b>2,666</b>	<b>10.9</b>	<b>4,644</b>	<b>10.9</b>
<b>55 TO 59 YEARS</b>																		
1,055	20.4	1,954	15.5	<b>3,009</b>	<b>16.9</b>	932	18.6	1,834	15.1	<b>2,766</b>	<b>16.2</b>	Technical staff	776	16.1	1,738	15.2	<b>2,514</b>	<b>15.5</b>
1,897	14.7	1,204	10.1	<b>3,101</b>	<b>12.5</b>	1,853	14.0	1,294	10.2	<b>3,147</b>	<b>12.1</b>	Executive staff	1,863	14.0	1,404	10.7	<b>3,267</b>	<b>12.4</b>
<b>2,952</b>	<b>16.4</b>	<b>3,158</b>	<b>12.8</b>	<b>6,110</b>	<b>14.3</b>	<b>2,785</b>	<b>15.2</b>	<b>3,128</b>	<b>12.6</b>	<b>5,913</b>	<b>13.7</b>	<b>TOTAL</b>	<b>2,639</b>	<b>14.6</b>	<b>3,142</b>	<b>12.8</b>	<b>5,781</b>	<b>13.6</b>
<b>60 AND OVER</b>																		
366	7.1	663	5.2	<b>1,029</b>	<b>5.8</b>	322	6.4	630	5.2	<b>952</b>	<b>5.6</b>	Technical staff	317	6.6	556	4.9	<b>873</b>	<b>5.4</b>
818	6.4	481	4.0	<b>1,299</b>	<b>5.2</b>	859	6.5	462	3.6	<b>1,321</b>	<b>5.1</b>	Executive staff	850	6.4	452	3.5	<b>1,302</b>	<b>4.9</b>
<b>1,184</b>	<b>6.6</b>	<b>1,144</b>	<b>4.6</b>	<b>2,328</b>	<b>5.5</b>	<b>1,181</b>	<b>6.5</b>	<b>1,092</b>	<b>4.4</b>	<b>2,273</b>	<b>5.3</b>	<b>TOTAL</b>	<b>1,167</b>	<b>6.5</b>	<b>1,008</b>	<b>4.1</b>	<b>2,175</b>	<b>5.1</b>
<b>GLOBAL</b>																		
<b>18,029</b>	<b>100</b>	<b>24,603</b>	<b>100</b>	<b>42,632</b>	<b>100</b>	<b>18,275</b>	<b>100</b>	<b>24,805</b>	<b>100</b>	<b>43,080</b>	<b>100</b>	<b>TOTAL</b>	<b>18,088</b>	<b>100</b>	<b>24,518</b>	<b>100</b>	<b>42,606</b>	<b>100</b>

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 2016-2017



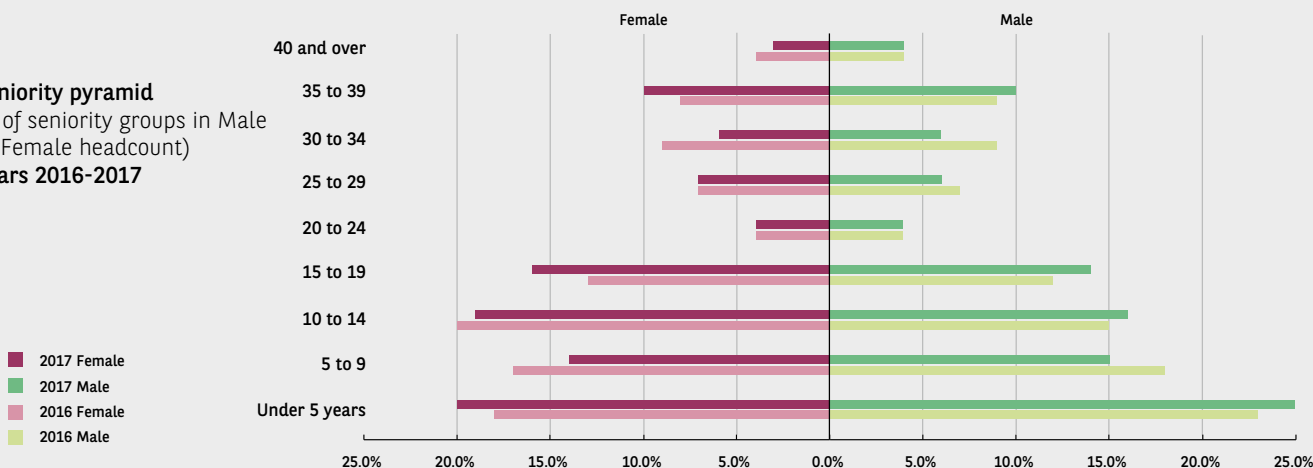


115/117 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY LENGTH OF SERVICE AS AT DECEMBER 31st (one for one)

2015						2016						2017						
M	%	F	%	Total	%	M	%	F	%	Total	%	M	%	F	%	Total	%	
<b>LESS THAN 5 YEARS</b>																		
1,702	32.9	2,476	19.6	<b>4,178</b>	<b>23.5</b>	1,867	37.3	2,569	21.2	<b>4,436</b>	<b>25.9</b>	Technical staff	2,000	41.6	2,634	23.0	<b>4,634</b>	<b>28.5</b>
1,983	15.4	1,600	13.4	<b>3,583</b>	<b>14.4</b>	2,256	17.0	2,001	15.8	<b>4,257</b>	<b>16.4</b>	Executive staff	2,534	19.1	2,281	17.4	<b>4,815</b>	<b>18.3</b>
<b>3,685</b>	<b>20.4</b>	<b>4,076</b>	<b>16.6</b>	<b>7,761</b>	<b>18.2</b>	<b>4,123</b>	<b>22.6</b>	<b>4,570</b>	<b>18.4</b>	<b>8,693</b>	<b>20.2</b>	<b>TOTAL</b>	<b>4,534</b>	<b>25.1</b>	<b>4,915</b>	<b>20.0</b>	<b>9,449</b>	<b>22.2</b>
<b>5 TO 9 YEARS</b>																		
743	14.4	2,057	16.3	<b>2,800</b>	<b>15.7</b>	697	13.9	1,889	15.6	<b>2,586</b>	<b>15.1</b>	Technical staff	610	12.7	1,638	14.3	<b>2,248</b>	<b>13.8</b>
2,696	21.0	2,511	21.0	<b>5,207</b>	<b>21.0</b>	2,546	19.2	2,252	17.7	<b>4,798</b>	<b>18.5</b>	Executive staff	2,098	15.8	1,765	13.5	<b>3,863</b>	<b>14.7</b>
<b>3,439</b>	<b>19.0</b>	<b>4,568</b>	<b>18.5</b>	<b>8,007</b>	<b>18.8</b>	<b>3,243</b>	<b>17.7</b>	<b>4,141</b>	<b>16.7</b>	<b>7,384</b>	<b>17.1</b>	<b>TOTAL</b>	<b>2,708</b>	<b>15.0</b>	<b>3,403</b>	<b>13.9</b>	<b>6,111</b>	<b>14.3</b>
<b>10 TO 14 YEARS</b>																		
537	10.4	2,413	19.1	<b>2,950</b>	<b>16.6</b>	496	9.9	2,235	18.4	<b>2,731</b>	<b>16.0</b>	Technical staff	470	9.8	1,968	17.2	<b>2,438</b>	<b>15.0</b>
2,380	18.5	2,752	23.0	<b>5,132</b>	<b>20.7</b>	2,313	17.4	2,734	21.5	<b>5,047</b>	<b>19.4</b>	Executive staff	2,350	17.7	2,779	21.2	<b>5,129</b>	<b>19.5</b>
<b>2,917</b>	<b>16.2</b>	<b>5,165</b>	<b>21.0</b>	<b>8,082</b>	<b>19.0</b>	<b>2,809</b>	<b>15.4</b>	<b>4,969</b>	<b>20.0</b>	<b>7,778</b>	<b>18.1</b>	<b>TOTAL</b>	<b>2,820</b>	<b>15.6</b>	<b>4,747</b>	<b>19.4</b>	<b>7,567</b>	<b>17.8</b>
<b>15 TO 19 YEARS</b>																		
144	2.8	766	6.1	<b>910</b>	<b>5.1</b>	221	4.4	1,117	9.2	<b>1,338</b>	<b>7.8</b>	Technical staff	280	5.8	1,428	12.5	<b>1,708</b>	<b>10.5</b>
1,439	11.2	1,522	12.7	<b>2,961</b>	<b>11.9</b>	2,011	15.2	2,133	16.8	<b>4,144</b>	<b>16.0</b>	Executive staff	2,285	17.2	2,574	19.7	<b>4,859</b>	<b>18.4</b>
<b>1,583</b>	<b>8.8</b>	<b>2,288</b>	<b>9.3</b>	<b>3,871</b>	<b>9.1</b>	<b>2,232</b>	<b>12.2</b>	<b>3,250</b>	<b>13.1</b>	<b>5,482</b>	<b>12.7</b>	<b>TOTAL</b>	<b>2,565</b>	<b>14.2</b>	<b>4,002</b>	<b>16.3</b>	<b>6,567</b>	<b>15.4</b>
<b>20 TO 24 YEARS</b>																		
151	2.9	471	3.7	<b>622</b>	<b>3.5</b>	103	2.1	303	2.5	<b>406</b>	<b>2.4</b>	Technical staff	67	1.4	263	2.3	<b>330</b>	<b>2.0</b>
638	5.0	626	5.2	<b>1,264</b>	<b>5.1</b>	540	4.1	578	4.6	<b>1,118</b>	<b>4.3</b>	Executive staff	619	4.7	686	5.2	<b>1,305</b>	<b>5.0</b>
<b>789</b>	<b>4.4</b>	<b>1,097</b>	<b>4.4</b>	<b>1,886</b>	<b>4.4</b>	<b>643</b>	<b>3.5</b>	<b>881</b>	<b>3.6</b>	<b>1,524</b>	<b>3.5</b>	<b>TOTAL</b>	<b>686</b>	<b>3.8</b>	<b>949</b>	<b>3.9</b>	<b>1,635</b>	<b>3.8</b>
<b>25 TO 29 YEARS</b>																		
202	3.9	731	5.8	<b>933</b>	<b>5.2</b>	206	4.1	778	6.4	<b>984</b>	<b>5.7</b>	Technical staff	196	4.1	704	6.2	<b>900</b>	<b>5.5</b>
914	7.1	888	7.4	<b>1,802</b>	<b>7.3</b>	972	7.3	1,007	7.9	<b>1,979</b>	<b>7.6</b>	Executive staff	960	7.2	1,021	7.8	<b>1,981</b>	<b>7.5</b>
<b>1,116</b>	<b>6.2</b>	<b>1,619</b>	<b>6.6</b>	<b>2,735</b>	<b>6.4</b>	<b>1,178</b>	<b>6.5</b>	<b>1,785</b>	<b>7.2</b>	<b>2,963</b>	<b>6.9</b>	<b>TOTAL</b>	<b>1,156</b>	<b>6.4</b>	<b>1,725</b>	<b>7.0</b>	<b>2,881</b>	<b>6.8</b>
<b>30 TO 34 YEARS</b>																		
641	12.4	1,516	12.0	<b>2,157</b>	<b>12.1</b>	506	10.1	1,265	10.4	<b>1,771</b>	<b>10.3</b>	Technical staff	300	6.2	713	6.2	<b>1,013</b>	<b>6.2</b>
1,215	9.4	1,018	8.5	<b>2,233</b>	<b>9.0</b>	1,134	8.5	963	7.6	<b>2,097</b>	<b>8.1</b>	Executive staff	843	6.3	703	5.4	<b>1,546</b>	<b>5.9</b>
<b>1,856</b>	<b>10.3</b>	<b>2,534</b>	<b>10.3</b>	<b>4,390</b>	<b>10.3</b>	<b>1,640</b>	<b>9.0</b>	<b>2,228</b>	<b>9.0</b>	<b>3,868</b>	<b>9.0</b>	<b>TOTAL</b>	<b>1,143</b>	<b>6.3</b>	<b>1,416</b>	<b>5.8</b>	<b>2,559</b>	<b>6.0</b>
<b>35 TO 39 YEARS</b>																		
688	13.3	1,265	10.0	<b>1,953</b>	<b>11.0</b>	638	12.7	1,267	10.5	<b>1,905</b>	<b>11.1</b>	Technical staff	653	13.6	1,553	13.6	<b>2,206</b>	<b>13.6</b>
1,026	8.0	594	5.0	<b>1,620</b>	<b>6.5</b>	1,033	7.8	675	5.3	<b>1,708</b>	<b>6.6</b>	Executive staff	1,180	8.9	967	7.4	<b>2,147</b>	<b>8.1</b>
<b>1,714</b>	<b>9.5</b>	<b>1,859</b>	<b>7.6</b>	<b>3,573</b>	<b>8.4</b>	<b>1,671</b>	<b>9.1</b>	<b>1,942</b>	<b>7.8</b>	<b>3,613</b>	<b>8.4</b>	<b>TOTAL</b>	<b>1,833</b>	<b>10.1</b>	<b>2,520</b>	<b>10.3</b>	<b>4,353</b>	<b>10.2</b>
<b>40 YEARS AND OVER</b>																		
359	6.9	935	7.4	<b>1,294</b>	<b>7.3</b>	270	5.4	692	5.7	<b>962</b>	<b>5.6</b>	Technical staff	229	4.8	539	4.7	<b>768</b>	<b>4.7</b>
571	4.4	462	3.9	<b>1,033</b>	<b>4.2</b>	466	3.5	347	2.7	<b>813</b>	<b>3.1</b>	Executive staff	414	3.1	302	2.3	<b>716</b>	<b>2.7</b>
<b>930</b>	<b>5.2</b>	<b>1,397</b>	<b>5.7</b>	<b>2,327</b>	<b>5.5</b>	<b>736</b>	<b>4.0</b>	<b>1,039</b>	<b>4.2</b>	<b>1,775</b>	<b>4.1</b>	<b>TOTAL</b>	<b>643</b>	<b>3.6</b>	<b>841</b>	<b>3.4</b>	<b>1,484</b>	<b>3.5</b>
<b>GLOBAL</b>																		
<b>18,029</b>	<b>100</b>	<b>24,603</b>	<b>100</b>	<b>42,632</b>	<b>100</b>	<b>18,275</b>	<b>100</b>	<b>24,805</b>	<b>100</b>	<b>43,080</b>	<b>100</b>	<b>TOTAL</b>	<b>18,088</b>	<b>100</b>	<b>24,518</b>	<b>100</b>	<b>42,606</b>	<b>100</b>

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 2016-2017





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

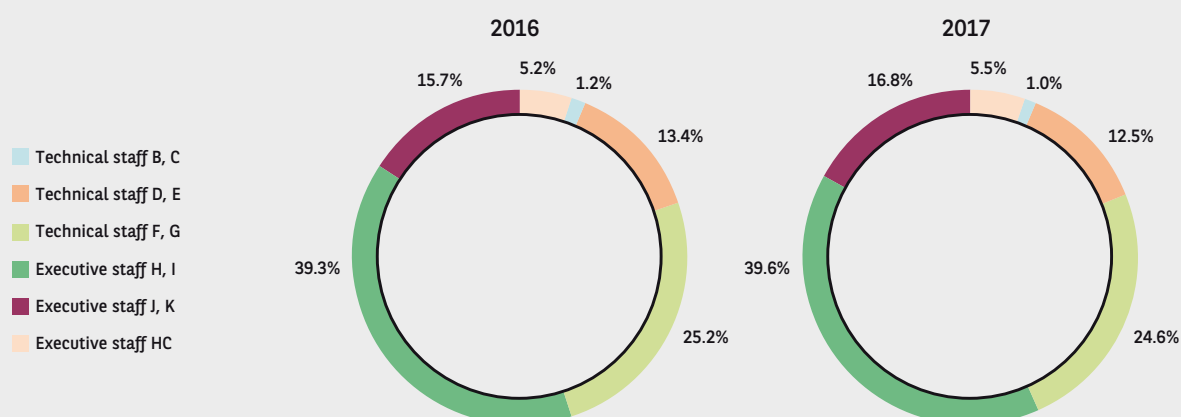
2015				2016				2017				
French		Foreigners		French		Foreigners		French		Foreigners		
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
5,080	12,433	87	197	4,912	11,917	92	198	Technical staff	4,665	11,222	140	218
12,437	11,489	425	484	12,820	12,125	451	565	Executive staff	12,828	12,479	455	599
<b>17,517</b>	<b>23,922</b>	<b>512</b>	<b>681</b>	<b>17,732</b>	<b>24,042</b>	<b>543</b>	<b>763</b>	<b>TOTAL</b>	<b>17,493</b>	<b>23,701</b>	<b>595</b>	<b>817</b>
<b>41,439</b>		<b>1,193</b>		<b>41,774</b>		<b>1,306</b>			<b>41,194</b>		<b>1,412</b>	

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

2015					2016					2017					
M	%	F	%	Total	M	%	F	%	Total	M	%	F	%	Total	
25	28.7	62	71.3	<b>87</b>	22	30.1	51	69.9	<b>73</b>	B	17	28.8	42	71.2	<b>59</b>
247	41.8	344	58.2	<b>591</b>	175	40.6	256	59.4	<b>431</b>	C	145	38.0	237	62.0	<b>382</b>
816	33.5	1,621	66.5	<b>2,437</b>	787	36.3	1,383	63.7	<b>2,170</b>	D	686	36.5	1,196	63.5	<b>1,882</b>
1,003	23.8	3,218	76.2	<b>4,221</b>	883	24.5	2,722	75.5	<b>3,605</b>	E	962	28.0	2,476	72.0	<b>3,438</b>
1,352	25.9	3,865	74.1	<b>5,217</b>	1,437	25.9	4,105	74.1	<b>5,542</b>	F	1,404	26.1	3,973	73.9	<b>5,377</b>
1,724	32.9	3,520	67.1	<b>5,244</b>	1,700	32.1	3,598	67.9	<b>5,298</b>	G	1,591	31.2	3,516	68.8	<b>5,107</b>
<b>5,167</b>	<b>29.0</b>	<b>12,630</b>	<b>71.0</b>	<b>17,797</b>	<b>5,004</b>	<b>29.2</b>	<b>12,115</b>	<b>70.8</b>	<b>17,119</b>	Technical staff	<b>4,805</b>	<b>29.8</b>	<b>11,440</b>	<b>70.4</b>	<b>16,245</b>
4,167	43.1	5,510	56.9	<b>9,677</b>	4,304	42.3	5,870	57.7	<b>10,174</b>	H	4,154	41.3	5,893	58.7	<b>10,047</b>
3,482	53.0	3,086	47.0	<b>6,568</b>	3,572	52.9	3,179	47.1	<b>6,751</b>	I	3,522	51.6	3,297	48.4	<b>6,819</b>
2,356	57.5	1,741	42.5	<b>4,097</b>	2,462	56.6	1,885	43.4	<b>4,347</b>	J	2,592	56.1	2,029	43.9	<b>4,621</b>
1,464	62.4	884	37.6	<b>2,348</b>	1,483	60.9	952	39.1	<b>2,435</b>	K	1,532	60.2	1,012	39.8	<b>2,544</b>
1,393	64.9	752	35.1	<b>2,145</b>	1,450	64.3	804	35.7	<b>2,254</b>	HC	1,483	63.6	847	36.4	<b>2,330</b>
<b>12,862</b>	<b>51.8</b>	<b>11,973</b>	<b>48.2</b>	<b>24,835</b>	<b>13,271</b>	<b>51.1</b>	<b>12,690</b>	<b>48.9</b>	<b>25,961</b>	Executive staff	<b>13,283</b>	<b>50.4</b>	<b>13,078</b>	<b>49.6</b>	<b>26,361</b>
<b>18,029</b>	<b>42.3</b>	<b>24,603</b>	<b>57.7</b>	<b>42,632</b>	<b>18,275</b>	<b>42.4</b>	<b>24,805</b>	<b>57.6</b>	<b>43,080</b>	<b>TOTAL</b>	<b>18,088</b>	<b>42.5</b>	<b>24,518</b>	<b>57.5</b>	<b>42,606</b>

\*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

2015	2016	2017
5,131	4,961	<b>6,232</b>

Data for the month of December for the reference year.

### 121-BIS | NUMBER OF EMPLOYEES ON LOAN AS AT 31 DECEMBER (one for one)

2015	2016	2017
16	12	<b>5</b>

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

2015	2016	2017
2,577	2,536	<b>2,653</b>

Internships longer than 1 week.

### 123 | AVERAGE MONTHLY HEADCOUNT OF TEMPORARY EMPLOYEES

2015	2016	2017
798	959	<b>1,052</b>

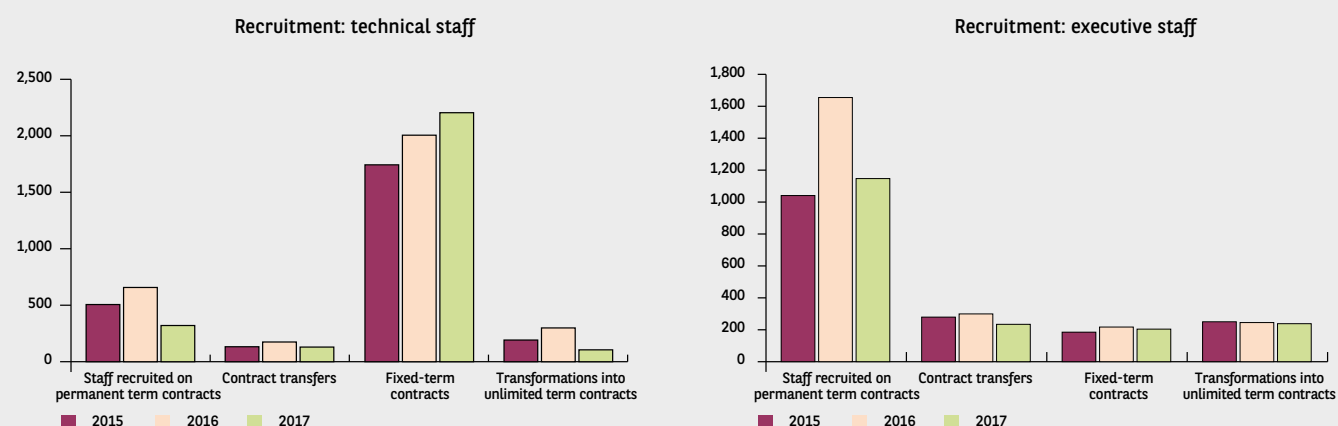
Data for the month of December of the year in question.

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

2015	2016	2017
56	52	<b>71</b>

# 13 | RECRUITMENT

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



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

2015						2016						2017							
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		
1,046	1,476	911	837	1,957	2,313	1213	1,860	1,181	1,226	2,394	3,086	<b>130-A - Total recruitments</b>		1,148	1,556	949	867	2,097	2,423
243	253	565	472	808	725	272	372	855	794	1,127	1,166	131 - Staff recruited on permanent term contracts*		145	169	624	519	769	688
33	97	127	151	160	248	37	134	132	166	169	300	130-B - Contract transfers		27	100	125	108	152	208
708	1,000	94	90	802	1,090	794	1,171	85	131	879	1,302	132 - Staff recruited on fixed-term contracts*		936	1,224	90	113	1,026	1,337
62	126	125	124	187	250	110	183	109	135	219	318	132-A - Transformation into unlimited term contracts		40	63	110	127	150	190
702	947	187	195	889	1,142	746	1,073	180	223	926	1,296	134 - Of which number of recruits aged 25 or less		714	924	160	198	874	1,122

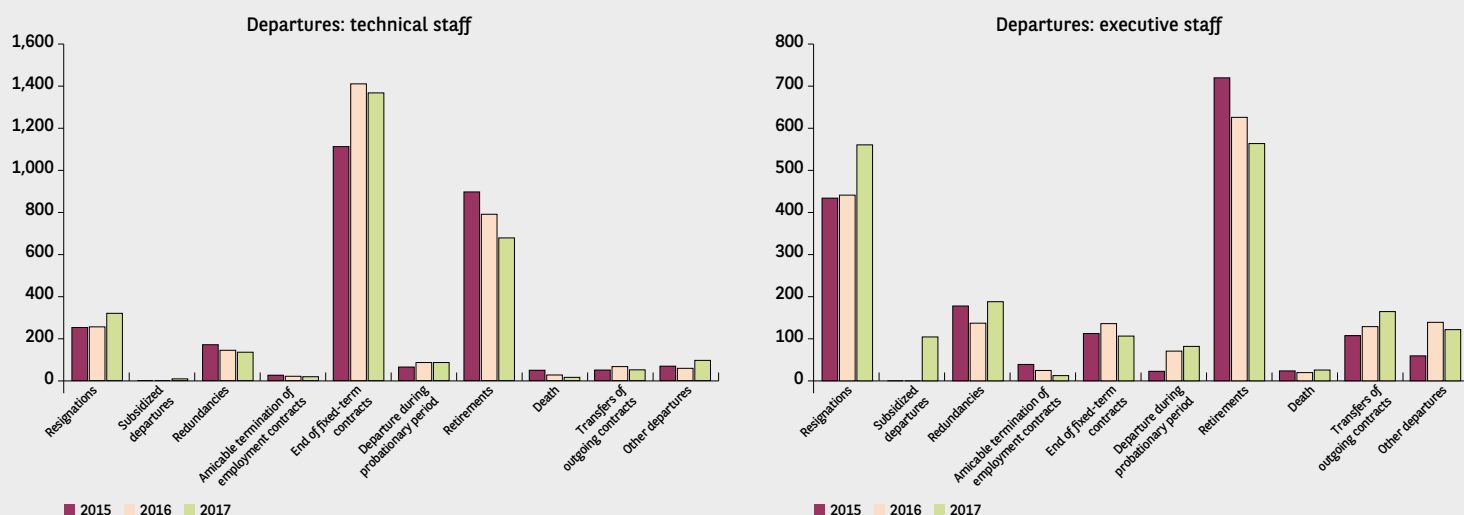
\* As of 2015, indicator 131 no longer includes indicator 130-B.

## 133 | NUMBER OF SEASONAL WORKERS

2015	2016	2017
6,432	6,081	6,362

## 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)

2015						2016						2017					
Technical staff		Executive staff		Total		Technical staff		Executive staff		Total		Technical staff		Executive staff		Total	
M	F	M	F	H	F	M	F	M	F	M	F	H	F	H	F	H	F
1,003	1,630	944	716	1,947	2,346	1,028	1,770	908	778	1,936	2,548	1,051	1,666	1,054	834	2,105	2,500
92	155	236	189	328	344	91	159	231	201	322	360	104	209	301	248	405	457
0	0	0	0	0	0	0	0	0	0	0	0	1	7	61	41	62	48
69	98	91	83	160	181	49	92	72	62	121	154	35	97	103	81	138	178
6	19	25	13	31	32	4	16	16	8	20	24	7	11	6	6	13	17
456	633	52	58	508	691	526	855	51	82	577	937	579	760	47	57	626	817
35	28	12	10	47	38	40	44	32	37	72	81	37	47	37	43	74	90
282	596	431	274	713	870	264	510	350	263	614	773	231	433	344	208	575	641
19	29	6	17	25	46	12	14	8	11	20	25	6	9	14	11	20	20
21	28	55	50	76	78	21	44	65	61	86	105	15	35	80	81	95	116
23	44	36	22	59	66	21	36	83	53	104	89	36	58	61	58	97	116

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

## OVERVIEW: RECRUITMENTS/DEPARTURES

2015	2016		2017
43,119	42,632	Headcount in previous year	43,080
4,270	5,480	130-A - Total recruitments	4,520
-4,293	-4,484	141 - Total departures	-4,605
-27	-11	Balance of appointments with other Group entities	-49
-437	-537	Transformation into unlimited-term contracts*	-340
42,632	43,080	Headcount in current year	42,606

\* Included in recruitment, not included in departures.

# 15 | CAREER DEVELOPMENT

## 151 | NUMBER OF EMPLOYEES PROMOTED TO A HIGHER LEVEL

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
0	0	0	1	0	1	C	0	0	0
11	12	23	11	10	21	D	3	2	5
139	401	540	117	273	390	E	108	219	327
197	679	876	244	706	950	F	162	500	662
200	490	690	193	465	658	G	190	558	748
547	1,582	2,129	566	1,454	2,020	Technical staff	463	1,279	1,742
197	350	547	157	326	483	H	154	371	525
357	387	744	356	377	733	I	387	440	827
329	283	612	278	264	542	J	401	307	708
187	128	315	157	128	285	K	192	146	338
81	67	148	76	61	137	HC	93	67	160
1,151	1,215	2,366	1,024	1,156	2,180	Executive staff	1,227	1,331	2,558
1,698	2,797	4,495	1,590	2,610	4,200	TOTAL	1,690	2,610	4,300

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

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,471	11,526	15,997	4,128	10,802	14,930	Technical staff	3,905	10,286	14,191
11,197	10,419	21,616	11,297	10,823	22,120	Executive staff	11,622	11,486	23,108
15,668	21,945	37,613	15,425	21,625	37,050	TOTAL	15,527	21,772	37,299

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3.42	9.89	13.31	3.79	9.74	13.53	Technical staff	3.26	9.01	12.28
5.32	5.62	10.95	4.63	5.23	9.86	Executive staff	5.31	5.76	11.07
4.51	7.44	11.95	4.29	7.04	11.34	TOTAL	4.53	7.00	11.53

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
12.23	13.73	13.31	13.71	13.46	13.53	Technical staff	11.86	12.43	12.28
10.28	11.66	10.95	9.07	10.68	9.86	Executive staff	10.56	11.59	11.07
10.84	12.75	11.95	10.31	12.07	11.34	TOTAL	10.88	11.99	11.53

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
0	2	2	2	1	3	C	1	4	5
84	220	304	46	104	150	D	58	88	146
160	535	695	90	376	466	E	96	280	376
262	707	969	174	547	721	F	176	504	680
270	639	909	178	489	667	G	173	530	703
776	2,103	2,879	490	1,517	2,007	Technical staff	504	1,406	1,910
1,112	1,420	2,532	838	1,173	2,011	H	888	1,223	2,111
969	792	1,761	726	667	1,393	I	867	708	1,575
660	451	1,111	478	366	844	J	617	433	1,050
417	242	659	325	208	533	K	371	217	588
424	254	678	354	232	586	HC	379	261	640
3,582	3,159	6,741	2,721	2,646	5,367	Executive staff	3,122	2,842	5,964
<b>4,358</b>	<b>5,262</b>	<b>9,620</b>	<b>3,211</b>	<b>4,163</b>	<b>7,374</b>	TOTAL	<b>3,626</b>	<b>4,248</b>	<b>7,874</b>

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

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,471	11,526	15,997	4,128	10,802	14,930	Technical staff	3,905	10,286	14,191
12,532	11,096	23,628	12,665	11,561	24,226	Executive staff	13,049	12,271	25,320
17,003	22,622	39,625	16,793	22,363	39,156	TOTAL	16,954	22,557	39,511

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4.85	13.15	18.00	3.28	10.16	13.44	Technical staff	3.55	9.91	13.46
15.16	13.37	28.53	11.23	10.92	22.15	Executive staff	12.33	11.22	23.55
11.00	13.28	24.28	8.20	10.63	18.83	TOTAL	9.18	10.75	19.93

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
17.36	18.25	18.00	11.87	14.04	13.44	Technical staff	12.91	13.67	13.46
28.58	28.47	28.53	21.48	22.89	22.15	Executive staff	23.93	23.14	23.55
25.63	23.26	24.28	19.12	18.62	18.83	TOTAL	21.39	18.83	19.93

**153-A | TOTAL STATUS REVIEWS**

2015	2016		2017
14,115	11,574	Total number of status reviews	<b>12,174</b>
34	41	Average frequency of status reviews (in months)	<b>39</b>

**16 | UNEMPLOYMENT**

2015	2016		2017
0	0	161 - Number of employees laid off part-time during the year in question	<b>0</b>
0	0	162 - Total number of hours of part-time unemployment during the year in question	<b>0</b>

**17 | DISABLED PEOPLE****171 | NUMBER OF DISABLED EMPLOYEES**

2015	2016		2017
1,203	1,295	Expressed as natural persons	<b>1,378</b>
1,385	1,439	Expressed in unities of disability	<b>1,480.7</b>
46	64	Additional units related to ESAT* services	<b>33.4</b>
<b>1,431</b>	<b>1,503</b>	<b>TOTAL NUMBER OF UNITS</b>	<b>1,514</b>

\*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**

2015	2016		2017
48	39	Expressed as natural persons	<b>33</b>



## 18 | ABSENTEEISM

2015			2016			2017			
Technical staff	Executive staff	Total	Technical staff	Executive staff	Total	Technical staff	Executive staff	Total	
<b>DAYS OF ABSENTEEISM</b>									
478,824	257,778	<b>736,602</b>	469,427	271,194	<b>740,621</b>	182 - illness	462,057	305,775	<b>767,832</b>
12,932	8,593	<b>21,525</b>	13,642	9,339	<b>22,980</b>	up to 2 days	12,199	9,170	<b>21,369</b>
29,445	20,254	<b>49,699</b>	30,466	20,799	<b>51,264</b>	3 to 5 days	27,675	22,064	<b>49,738</b>
436,447	228,931	<b>665,378</b>	425,320	241,057	<b>666,377</b>	6 days and more	422,184	274,542	<b>696,726</b>
16,399	10,536	<b>26,935</b>	14,645	9,952	<b>24,597</b>	184 - Work-related and commuting accidents	13,019	12,689	<b>25,708</b>
147,890	158,754	<b>306,644</b>	136,379	153,320	<b>289,699</b>	185 - Maternity and paternity leave	107,054	132,511	<b>239,565</b>
99,374	95,102	<b>194,476</b>	88,457	92,597	<b>181,054</b>	186 - Authorized leave*	96,661	91,073	<b>187,734</b>
108,027	76,766	<b>184,793</b>	99,109	84,067	<b>183,176</b>	187 - Other reasons**	92,350	123,501	<b>215,851</b>
<b>850,514</b>	<b>598,936</b>	<b>1,449,450</b>	<b>808,016</b>	<b>611,130</b>	<b>1,419,145</b>	181-1 - TOTAL	<b>771,140</b>	<b>665,549</b>	<b>1,436,689</b>
<b>RATE OF ABSENTEEISM</b>									
7.33	4.52	<b>5.70</b>	7.44	4.38	<b>5.60</b>	Rate of paid staff absenteeism	7.18	4.51	<b>5.53</b>
2.23	1.78	<b>1.97</b>	2.15	1.66	<b>1.86</b>	Rate of maternity and paternity leave	1.77	1.39	<b>1.54</b>
10.60	4.94	<b>7.35</b>	10.60	4.96	<b>7.25</b>	Rate without maternity and paternity leave	10.98	5.60	<b>7.69</b>
<b>12.83</b>	<b>6.72</b>	<b>9.32</b>	<b>12.75</b>	<b>6.61</b>	<b>9.11</b>	TOTAL	<b>12.75</b>	<b>6.99</b>	<b>9.23</b>

\*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)

2015			2016			2017			
Male	Female	Total	Male	Female	Total	Male	Female	Total	
269	1,817	<b>2,086</b>	249	1,642	<b>1,891</b>	Technical staff	234	1,555	<b>1,789</b>
481	1,305	<b>1,786</b>	503	1,349	<b>1,852</b>	Executive staff	549	1,480	<b>2,029</b>
<b>750</b>	<b>3,122</b>	<b>3,872</b>	<b>752</b>	<b>2,991</b>	<b>3,743</b>	TOTAL	<b>783</b>	<b>3,035</b>	<b>3,818</b>

## 19 | LEAVES

### 191-A | PARENTAL CHILDCARE LEAVE

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
2	267	<b>269</b>	2	230	<b>232</b>	Technical staff	1	211	<b>212</b>
9	179	<b>188</b>	10	164	<b>174</b>	Executive staff	8	141	<b>149</b>
<b>11</b>	<b>446</b>	<b>457</b>	<b>12</b>	<b>394</b>	<b>406</b>	<b>TOTAL</b>	<b>9</b>	<b>352</b>	<b>361</b>

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

### 192-A | SABBATICAL LEAVE

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
8	42	<b>50</b>	4	46	<b>50</b>	Technical staff	7	36	<b>43</b>
35	58	<b>93</b>	45	69	<b>114</b>	Executive staff	54	86	<b>140</b>
<b>43</b>	<b>100</b>	<b>143</b>	<b>49</b>	<b>115</b>	<b>164</b>	<b>TOTAL</b>	<b>61</b>	<b>122</b>	<b>183</b>

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

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

2015			2016				2017		
Technical staff	Executive staff	Total	Technical staff	Executive staff	Total		Technical staff	Executive staff	Total
1,722	5,662	<b>7,384</b>	1,461	5,906	<b>7,367</b>	Days taken during the year	2,018	6,050	<b>8,068</b>
1,734	6,101	<b>7,835</b>	1,520	6,115	<b>7,635</b>	Theoretical days during the year	2,024	6,253	<b>8,277</b>

## 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.



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)

2015	2016		2017
3,563.7	3,729.0	<b>TOTAL PERSONNEL COSTS</b>	<b>3,826.0</b>
2,157.4	2,227.5	<b>"Wages and Salaries"</b>	<b>2,290.3</b>
1,773.2	1,807.3	Fixed remuneration including the remuneration bonus and lump-sum allowance (before deductions)	1,883.0
-47.4	-46.7	Deductions (sickness, maternity, flexitime, etc.)	-99.5
83.3	86.4	Miscellaneous allowances and overtime	87.6
296.5	333.1	Variable remuneration*	363.5
<b>2,105.6</b>	<b>2,180.1</b>	<b>Subtotal "Wages and Salaries"</b>	<b>2,234.6</b>
51.8	47.3	Employer contributions to employee saving schemes and administrative expenses (excluding charges and relevant taxes)	55.7
934.2	959.9	<b>"Social security contributions"</b>	<b>967.6</b>
289.2	297.0	<b>"Tax expenses"</b>	<b>320.2</b>
182.9	244.5	<b>"Incentive plans and profit-sharing"</b> (payment with respect to the previous year)	<b>247.7</b>
38,175.0	38,326.0	Average monthly headcount in metropolitan France (Including Monte Carlo)	38,252.0
56,513.0	58,120.0	Wages and salaries, average per employee in € ("Wages and Salaries" / Average monthly headcount)	59,878.0
<b>61,306.0</b>	<b>64,501.0</b>	<b>Average employee remuneration (income) in €</b> (including incentive plans, profit-sharing)	<b>66,354.0</b>
<b>32,046.0</b>	<b>32,798.0</b>	<b>Average employer's contributions per employee in €</b>	<b>33,670.0</b>
34.3	33.7	Ratio of social security charges and tax expenses and total personnel costs	32.9
26.9	21.9	<b>Aggregate employer's contributions</b> (Total personnel costs / Added Value)	22.0

\*Change in method as of January 1st, 2017 regarding unpaid leave (full month) which are both added to fixed remuneration and subtracted from deductions.

### 211-BIS | AVERAGE MONTHLY COMPENSATION FIXED SALARIES (In Euros)

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
2,086	1,922	<b>2,005</b>	2,004	1,854	<b>1,917</b>	B-C	2,032	1,840	<b>1,913</b>
2,110	2,121	<b>2,118</b>	2,093	2,116	<b>2,107</b>	D	2,091	2,095	<b>2,093</b>
2,371	2,359	<b>2,362</b>	2,357	2,355	<b>2,356</b>	E	2,330	2,349	<b>2,344</b>
2,554	2,549	<b>2,550</b>	2,521	2,527	<b>2,525</b>	F	2,501	2,516	<b>2,512</b>
2,853	2,855	<b>2,854</b>	2,844	2,844	<b>2,844</b>	G	2,820	2,830	<b>2,827</b>
<b>2,542</b>	<b>2,534</b>	<b>2,536</b>	<b>2,531</b>	<b>2,540</b>	<b>2,538</b>	Technical staff	<b>2,518</b>	<b>2,544</b>	<b>2,536</b>
3,287	3,271	<b>3,278</b>	3,272	3,258	<b>3,264</b>	H	3,273	3,255	<b>3,263</b>
4,132	4,051	<b>4,094</b>	4,129	4,041	<b>4,088</b>	I	4,139	4,040	<b>4,092</b>
5,046	4,936	<b>5,000</b>	5,050	4,930	<b>4,999</b>	J	5,062	4,920	<b>5,000</b>
6,373	6,060	<b>6,256</b>	6,245	6,032	<b>6,193</b>	K	6,280	6,056	<b>6,192</b>
9,118	8,294	<b>8,826</b>	9,231	8,367	<b>8,922</b>	HC	<b>9,211</b>	<b>8,431</b>	<b>8,927</b>
<b>4,805</b>	<b>4,235</b>	<b>4,533</b>	<b>4,802</b>	<b>4,229</b>	<b>4,524</b>	Executive staff	<b>4,848</b>	<b>4,259</b>	<b>4,559</b>
<b>4,248</b>	<b>3,413</b>	<b>3,770</b>	<b>4,278</b>	<b>3,458</b>	<b>3,810</b>	TOTAL	<b>4,337</b>	<b>3,516</b>	<b>3,868</b>

### 213 | BREAKDOWN OF ANNUAL COMPENSATION GROSS SALARY (In Euros)

2015	2016		2017
23,385	23,435	99% of employees earned at least	23,799
27,322	27,686	95% of employees earned at least	28,009
29,581	30,046	90% of employees earned at least	30,483
31,351	31,828	85% of employees earned at least	32,334
32,948	33,465	80% of employees earned at least	34,198
34,600	35,193	75% of employees earned at least	36,047
36,377	37,155	70% of employees earned at least	37,991
38,459	39,242	65% of employees earned at least	40,049
40,628	41,238	60% of employees earned at least	42,025
42,830	43,548	55% of employees earned at least	44,185
45,174	45,996	50% of employees earned at least	46,647
47,677	48,580	45% of employees earned at least	49,168
50,264	51,304	40% of employees earned at least	51,982
53,187	54,279	35% of employees earned at least	55,081
56,450	57,742	30% of employees earned at least	58,563
60,421	61,938	25% of employees earned at least	62,900
66,080	67,733	20% of employees earned at least	68,745
73,671	75,647	15% of employees earned at least	76,634
85,580	88,481	10% of employees earned at least	90,411
113,903	119,391	5% of employees earned at least	122,404
223,530	239,160	1% of employees earned at least	248,127
<b>4.17</b>	<b>4.31</b>	<b>Ratio of the 5% and 95%</b>	<b>4.37</b>
<b>8.18</b>	<b>8.64</b>	<b>Ratio of the 1% et 95%</b>	<b>8.86</b>

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

2017								
Male					Female			
Average age	1st decile	Median	9th decile	Level	Average age	1st decile	Median	9th decile
42	22,061	25,742	31,724	C	37	21,287	22,905	28,406
33	23,754	26,812	30,663	D	32	23,774	26,850	30,733
41	26,172	29,546	33,869	E	40	25,982	29,806	33,559
41	28,900	32,485	37,530	F	41	27,948	32,222	36,693
46	32,593	36,360	41,955	G	46	31,308	36,109	41,518
42	27,007	32,840	39,418	Technical staff	42	26,807	32,649	38,989
38	37,831	43,940	52,202	H	32	35,784	42,543	50,637
44	47,877	55,051	65,397	I	43	44,409	52,833	62,029
47	58,363	68,424	83,889	J	45	55,424	65,605	79,002
49	74,288	89,112	123,983	K	48	71,270	83,109	108,123
52	101,105	148,786	299,880	HC	51	94,870	128,979	230,350
45	41,703	58,822	119,065	Executive staff	43	38,323	50,841	90,261

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

2015	2016	2017
5.3	5.5	5.6

## 222 | TOTAL OF THE TEN HIGHEST PAY PACKAGES

2015	2016	2017
16,982,510	19,674,959	22,612,493

## 24 | RELATED EXPENSES

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

2015	2016	2017
37.17	38.04	39.94

## 26 | 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)

2015	2016	2017
90.70	103.80	104.80

## 261 | INCENTIVE SCHEMES

TOTAL AMOUNT WITH RESPECT TO THE YEAR IN QUESTION (in millions of Euros)

2015	2016	2017
113.50	123.30	123.80

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

2015		2016			2017	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
1,836	1,836	2,090	2,090	Minimum share	2,041	2,041
3,156	5,048	3,975	5,748	Maximum share	3,482	5,612
1,842	2,614	2,095	2,974	Average amount	2,047	2,981

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

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

2015		2016			2017	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
2,387	2,387	2,575	2,575	Minimum share	2,506	2,506
3,700	6,178	4,620	6,635	Maximum share	4,040	6,451
2,390	3,255	2,579	3,505	Average amount	2,509	3,496

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 %)

2015	2016	2017
2.30	2.12	1.86

Including voluntary payments

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

2015	2016	2017
67.18	59.87	65.59

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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
27	118	145	18	105	123	28	127	155
30	78	108	35	74	109	43	93	136
<b>57</b>	<b>196</b>	<b>253</b>	<b>53</b>	<b>179</b>	<b>232</b>	<b>71</b>	<b>220</b>	<b>291</b>
						Technical staff		
						Executif staff		
						<b>TOTAL</b>		

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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
859	5,373	6,232	785	4,020	4,805	461	3,395	<b>3,856</b>
750	2,552	3,302	919	2,196	3,115	1,891	2,504	<b>4,395</b>
<b>1,609</b>	<b>7,925</b>	<b>9,534</b>	<b>1,704</b>	<b>6,216</b>	<b>7,920</b>	<b>2,352</b>	<b>5,899</b>	<b>8,251</b>
						Technical staff		
						Executif staff		
						<b>TOTAL</b>		

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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
5	11	16	1	4	5	<b>3</b>	<b>10</b>	<b>13</b>

### 314 | NUMBER OF FATAL ACCIDENTS PER GENDER

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	1	<b>1</b>	0	0	<b>0</b>	1	1	<b>2</b>
0	2	<b>2</b>	0	1	<b>1</b>	0	0	<b>0</b>
						Commuting		
						Work-related		

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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
96	254	350	93	237	330	152	434	586

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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
4	7	11	1	2	3	3	4	7

## 32 | BREAKDOWN OF ACCIDENTS BY MATERIAL ASPECT

## 321 | NUMBER OF ACCIDENTS INVOLVING SERIOUS RISKS

Codes 32 to 40:

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	0	0	1	3	4	0	0	0

## 322 | NUMBER OF ACCIDENTS INVOLVING FALLS FROM HEIGHTS

Code 02:

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
8	36	44	12	45	57	7	43	50

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

Codes 09 to 30:

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	1	1	0	0	0	1	1	2

## 324 | NUMBER OF ACCIDENTS INVOLVING HANDLING, TRANSFER OR STORAGE

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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
9	49	58	7	23	30	9	40	49

## 325 | NUMBER OF ACCIDENTS CAUSED BY ACCIDENTAL MOVEMENT OF OBJECTS

Code 05:

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
8	14	22	5	10	15	4	7	11

## 326 | OTHER CASES OF ACCIDENTS

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
32	96	128	28	98	126	TOTAL		
0	1	1	1	1	2	50	129	179
						including declarations following bank robberies		
						0	0	0

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

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
7,179	11,488	18,667	8,621	12,724	21,345	9,088	13,344	22,432

## 352 | EXPENDITURE ON SAFETY (in millions of Euros)

2015	2016	2017
41.04	51.54	42.60



- 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

2015	2016	2017
8	11	55

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**

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
10,360	8,697	19,057	10,774	9,301	20,075	11,012	9,823	20,835

**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 FLEXITIME**

2015			2016			2017		
Male	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes	Total
1,942	5,148	7,090	1,740	5,045	6,785	1,646	4,741	6,387
389	767	1,156	500	940	1,440	465	946	1,411
<b>2,331</b>	<b>5,915</b>	<b>8,246</b>	<b>2,240</b>	<b>5,985</b>	<b>8,225</b>	<b>2,111</b>	<b>5,687</b>	<b>7,798</b>

## 414 | NUMBER OF EMPLOYEES WORKING PART-TIME

90%									
2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
9	194	203	8	234	242	Technical staff	5	278	283
5	152	157	6	182	188	Executive staff	8	195	203
14	346	360	14	416	430	TOTAL	13	473	486

80%									
2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
89	1,901	1,990	74	1,772	1,846	Technical staff	65	1,646	1,711
96	1,126	1,222	88	1,109	1,197	Executive staff	73	1,092	1,165
185	3,027	3,212	162	2,881	3,043	TOTAL	138	2,738	2,876

60%									
2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
19	191	210	18	167	185	Technical staff	14	169	183
10	76	86	10	82	92	Executive staff	13	80	93
29	267	296	28	249	277	TOTAL	27	249	276

50%									
2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
92	408	500	77	395	472	Technical staff	73	369	442
44	112	156	38	103	141	Executive staff	32	107	139
136	520	656	115	498	613	TOTAL	105	476	581

MISCELLANEOUS									
2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
13	88	101	11	93	104	Technical staff	14	98	112
16	18	34	21	22	43	Executive staff	20	29	49
29	106	135	32	115	147	TOTAL	34	127	161

TOTAL PART-TIME									
2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
222	2,782	3,004	188	2,661	2,849	Technical staff	171	2,560	2,731
171	1,484	1,655	163	1,498	1,661	Executive staff	146	1,503	1,649
393	4,266	4,659	351	4,159	4,510	TOTAL	317	4,063	4,380

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4.3%	22.0%	<b>16.9%</b>	3.8%	22.0%	<b>16.6%</b>	Technical staff	3.6%	22.4%	<b>16.8%</b>
1.3%	12.4%	<b>6.7%</b>	1.2%	11.8%	<b>6.4%</b>	Executive staff	1.1%	11.5%	<b>6.3%</b>
<b>2.2%</b>	<b>17.3%</b>	<b>10.9%</b>	<b>1.9%</b>	<b>16.8%</b>	<b>10.5%</b>	TOTAL	<b>1.8%</b>	<b>16.6%</b>	<b>10.3%</b>

## 414-A | NUMBER OF EMPLOYEES WORKING FULL-TIME

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,945	9,848	<b>14,793</b>	4,816	9,454	<b>14,270</b>	Technical staff	4,634	8,880	<b>13,514</b>
12,691	10,489	<b>23,180</b>	13,108	11,192	<b>24,300</b>	Executive staff	13,137	11,576	<b>24,713</b>
<b>17,636</b>	<b>20,337</b>	<b>37,973</b>	<b>17,924</b>	<b>20,646</b>	<b>38,570</b>	TOTAL	<b>17,771</b>	<b>20,456</b>	<b>38,227</b>

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
53	368	<b>421</b>	43	380	<b>423</b>	Technical staff	34	315	<b>349</b>
83	251	<b>334</b>	53	219	<b>272</b>	Executive staff	40	170	<b>210</b>
<b>136</b>	<b>619</b>	<b>755</b>	<b>96</b>	<b>599</b>	<b>695</b>	TOTAL	<b>74</b>	<b>485</b>	<b>559</b>

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
29	286	<b>315</b>	19	250	<b>269</b>	Technical staff	21	184	<b>205</b>
42	210	<b>252</b>	31	181	<b>212</b>	Executive staff	24	132	<b>156</b>
<b>71</b>	<b>496</b>	<b>567</b>	<b>50</b>	<b>431</b>	<b>481</b>	TOTAL	<b>45</b>	<b>316</b>	<b>361</b>

#### 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. Also availability also of a free allocation of days for employees whose spouse or child is ill.

##### 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

26 days of annual holidays +1 additional day.

#### 417 | PAID PUBLIC HOLIDAYS

2015	2016		2017
8	8	Mondays Off	9
9	5	Saturdays Off	5



## 42 | ORGANIZATION OF WORKING HOURS

### 421 | NUMBER OF EMPLOYEES ON FLEXIBLE WORKING HOURS

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
388	668	1,056	438	606	1,044	404	737	1,141
161	210	371	150	156	306	153	178	331
<b>549</b>	<b>878</b>	<b>1,427</b>	<b>588</b>	<b>762</b>	<b>1,350</b>	<b>557</b>	<b>915</b>	<b>1,472</b>
<b>TOTAL</b>								

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

### 421-A | NUMBER OF EMPLOYEES WORKING NIGHTS

2015			2016			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
137	146	283	123	181	304	169	225	394
12	7	19	13	6	19	13	8	21
<b>149</b>	<b>153</b>	<b>302</b>	<b>136</b>	<b>187</b>	<b>323</b>	<b>182</b>	<b>233</b>	<b>415</b>
<b>TOTAL</b>								

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)

2015	2016	2017
105.22	87.22	94.40
<b>451 - Expenditure to improve working conditions</b>		

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

2015	2016		2017
4.57%	4.64%	As % of payroll	<b>4.65%</b>

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

2015	2016		2017
101.86	105.50	Expenditure on training	<b>109.20</b>

## 513 | NUMBER OF STAFF TRAINED

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,257	10,997	15,254	4,197	10,756	14,953	Technical staff	4,281	10,606	14,887
12,500	11,312	23,812	13,102	12,247	25,349	Executive staff	13,677	13,010	26,687
16,757	22,309	39,066	17,299	23,003	40,302	TOTAL	17,958	23,616	41,574

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:

2014			2015				2016		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,471	11,526	15,997	4,128	10,802	14,930	Technical staff	3,905	10,286	14,191
12,532	11,096	23,628	12,665	11,561	24,226	Executive staff	13,049	12,271	25,320
17,003	22,622	39,625	16,793	22,363	39,156	TOTAL	16,954	22,557	39,511

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
26.61	68.74	95.36	28.11	72.04	100.15	Technical staff	31.84	78.80	110.64
52.90	47.88	100.78	54.08	50.55	104.64	Executive staff	61.10	58.32	119.42
42.29	56.30	98.59	44.18	58.75	102.93	TOTAL	49.97	66.11	116.08

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
95.21	95.41	95.36	101.67	99.57	100.15	Technical staff	115.70	108.71	110.63
99.74	101.95	100.78	103.45	105.93	104.64	Executive staff	121.49	117.33	119.43
98.55	98.62	98.59	103.01	102.86	102.93	TOTAL	120.04	113.26	116.08

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				2017		
Male	Female	Total		Male	Female	Total
71	135	206	Technical staff	169	248	417
34	24	58	Executive staff	9	10	19
105	159	264	TOTAL	178	258	436

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

2016				2017		
Male	Female	Total		Male	Female	Total
71	134	205	Technical staff	165	243	408
32	23	55	Executive staff	9	6	15
103	157	260	TOTAL	174	249	423

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
159,924	376,116	536,040	121,040	278,676	399,716	Technical staff	113,314	266,943	380,256
323,397	331,870	655,267	354,987	362,962	717,949	Executive staff	359,534	384,140	743,673
483,321	707,986	1,191,307	476,027	641,638	1,117,665	TOTAL	472,848	651,082	1,123,930

## 515-1 | NEW LEARNING AREAS AND CATEGORIES

	2015		2016		2017	
	Number of hours	Number of training sessions	Number of hours	Number of training sessions	Number of hours	Number of training sessions
<b>CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES</b>						
Quality	2,677	271	4,134	999	27,941	42,721
Group Knowledge and Induction	58,910	2,214	59,437	6,552	44,109	8,694
Strategy and Ethics General Orientation	3,905	823	25,471	41,337	5,700	5,537
Security	36,559	24,063	36,591	23,854	26,677	26,281
<b>Total</b>	<b>102,050</b>	<b>27,371</b>	<b>125,633</b>	<b>72,742</b>	<b>104,427</b>	<b>83,233</b>
<b>BUSINESS LINES TECHNICAL TRAINING</b>						
Marketing and Sales Techniques	227,212	44,914	104,766	21,760	60,427	13,203
Banking Diplomas	52,774	2,402	1,577	105	1,066	60
Financial and Banking Products and Services	186,741	35,128	198,877	33,769	209,580	154,033
Financial Products and Services	1,582	738	271	134	-	-
Securities Services	175	101	128	94	440	108
Insurance	32,043	26,499	8,201	2,046	19,823	12,719
Corporate Finance	1,821	957	12,637	2,005	2,080	442
Credit and Finance	40,415	9,712	66,229	9,417	126,755	179,771
Advisory Service - Wealth Management	84,356	13,150	104,791	13,739	72,877	14,892
Asset Management	1,331	151	1,711	268	3,048	1,458
Real Estate	22,652	2,525	46,421	5,042	26,028	13,946
Capital Markets	3,446	301	3,587	318	3,160	807
<b>Total</b>	<b>654,548</b>	<b>136,578</b>	<b>549,195</b>	<b>88,697</b>	<b>525,283</b>	<b>391,439</b>
<b>BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING</b>						
Legal and Tax Affairs	7,714	8,147	13,168	4,050	11,679	3,572
Human Resources	14,159	1,890	9,900	1,874	8,741	2,869
IT	19,878	4,120	21,156	3,760	30,002	29,706
Back Offices	494	831	697	827	3,985	10,658
Accounting, Finance and Management Control	13,362	2,922	9,108	3,072	8,613	1,918
Procurement and Logistics	2,134	276	1,004	72	652	66
Internal Audit and Control	9,540	904	15,665	1,478	15,908	1,664
Communications	2,941	771	1,733	524	3,340	626
Social and Environmental Responsibility	14	34	575	962	1,795	3,151
<b>Total</b>	<b>70,236</b>	<b>19,895</b>	<b>73,006</b>	<b>16,619</b>	<b>84,714</b>	<b>54,230</b>
<b>RISKS</b>						
Non-compliance risks / Reputational risk	312	377	969	133	286	365
Non-compliance risks / Anti-money-laundering measures	13,990	19,458	33,307	40,086	52,067	47,306
Non-compliance risks / Banking structure	379	31	699	234	417	894
Non-compliance risks / Corruption	193	386	169	302	160	184
Non-compliance risks / Conflict of interests	3,941	5,258	1,181	1,521	553	676
Non-compliance risks / Protection of data	46	156	222	295	927	1,809
Non-compliance risks / FATCA/AEOI	4,051	9,544	6,397	13,958	6,871	11,545
Non-compliance risks / General awareness-building	73,496	58,495	16,353	9,740	31,997	28,295
Non-compliance risks / Know your customer (KYC)	597	665	20,295	26,756	4,475	6,575
Non-compliance risks / Markets	2,067	3,942	13,184	17,908	2,269	2,936
Non-compliance risks / Professional ethics	8,787	17,128	1,031	1,684	588	577
Non-compliance risks / Protection of the customer's interests (PCI)	3,343	9,983	1,327	2,590	5,572	7,612
Non-compliance risks / Sanctions and embargoes	22,150	41,848	23,780	40,207	52,543	39,417
Non-compliance risks / Specific issues	804	2,314	6,609	14,124	3,250	2,236
Non-compliance risks / Cross-functional financial security	0	2	967	93	315	111
Credit risk and counterparty risk	8,940	1,002	8,326	1,133	11,350	1,147
Insurance risk	127	7	71	8	162	10
Market risk and liquidity risk	935	161	1,058	151	912	169
Operational risk and permanent control	3,795	2,273	4,134	2,302	1,469	1,078
Fundamental principles of risk management	6,685	8,750	27,751	10,549	13,342	9,989
<b>Total</b>	<b>154,637</b>	<b>181,780</b>	<b>167,828</b>	<b>183,774</b>	<b>189,525</b>	<b>162,931</b>

	2015		2016		2017	
	Number of hours	Number of training sessions	Number of hours	Number of training sessions	Number of hours	Number of training sessions
<b>INDIVIDUAL COMPETENCIES</b>						
Personal Development	52,197	9,751	54,039	9,676	73,778	25,003
Project Management and Organization	13,315	1,054	12,008	1,116	12,041	1,723
Languages	36,488	3,074	50,658	4,397	32,097	3,502
Career Support	5,820	371	4,613	341	7,091	505
IT Tools and NTIC	9,260	3,778	12,944	3,720	13,854	5,657
First Aid	6,242	706	7,260	847	8,009	806
<b>Total</b>	<b>123,323</b>	<b>18,734</b>	<b>141,522</b>	<b>20,097</b>	<b>146,868</b>	<b>37,196</b>
<b>MANAGEMENT</b>						
Leadership	4,078	442	8,776	851	6,529	550
Performance Management	21,494	4,963	8,253	2,532	5,701	1,123
Team Management	52,848	6,397	29,416	6,047	34,700	5,748
Management Values and Principles	8,092	786	8,833	862	5,892	1,617
<b>Total</b>	<b>86,513</b>	<b>12,588</b>	<b>55,277</b>	<b>10,292</b>	<b>52,822</b>	<b>9,038</b>
<b>DIGITAL</b>						
Gamification and Technological Vigil	-	-	14	1	-	-
Digital Branding et Communication online	-	-	28	2	-	-
User Experience	-	-	3,507	586	7,004	14,901
Social Media	-	-	1,417	1,582	1,417	1,657
Marketing on line	-	-	14	1	197	90
IT & Process	-	-	122	8	5,351	662
Web analytics & Data	-	-	91	3	1,689	96
Sales and E-Business	-	-	10	2	4,514	1,722
<b>Total</b>	<b>-</b>	<b>-</b>	<b>5,202</b>	<b>2,185</b>	<b>20,172</b>	<b>19,128</b>
<b>MISCELLANEOUS</b>						
Miscellaneous	-	-	-	-	119	47
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>119</b>	<b>47</b>
<b>TOTAL</b>	<b>1,191,307</b>	<b>396,946</b>	<b>1,117,665</b>	<b>394,406</b>	<b>1,123,930</b>	<b>757,242</b>

### 515-2 | NUMBER OF HOURS BY TYPE OF TRAINING

2015	2016		2017
1,002,635	849,848	Classroom training sessions	779,773
78,849	115,151	On-the-job training	77,895
109,823	152,666	Open distance learning	266,260
<b>1,191,307</b>	<b>1,117,665</b>	<b>Total</b>	<b>1,123,930</b>

## 52 | TRAINING LEAVE

### 524 | INDIVIDUAL TRAINING LEAVE (ITL)\*

	Male			Female			Total
	Technical staff	Executive staff	Total	Technical staff	Executive staff	Total	
On-going ITL at Jan. 1st, 2017	5	5	<b>10</b>	15	12	<b>27</b>	<b>37</b>
2017 requests accepted by management	10	5	<b>15</b>	25	6	<b>31</b>	<b>46</b>
Requests refused by management	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
ITL and ITL requests abandoned during the year	6	3	<b>9</b>	8	2	<b>10</b>	<b>19</b>
ITL completed in 2017	5	4	<b>9</b>	12	12	<b>24</b>	<b>33</b>
On-going ITL at Jan. 1st, 2018	4	3	<b>7</b>	20	4	<b>24</b>	<b>31</b>

\* replacing previous indicators No. 521, 522, and 523

## 53 | WORK-STUDY CONTRACTS

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
482	524	<b>1,006</b>	483	523	<b>1,006</b>	Apprenticeship	488	519	<b>1,007</b>
328	485	<b>813</b>	407	525	<b>932</b>	Other work-study contracts	460	556	<b>1,016</b>
810	1,009	<b>1,819</b>	890	1,048	<b>1,938</b>	<b>TOTAL</b>	<b>948</b>	<b>1,075</b>	<b>2,023</b>

## 6 | PROFESSIONAL RELATIONS

### 61 – EMPLOYEE REPRESENTATIVES

### 62 – EMPLOYEE COMMUNICATIONS

### 63 – DISPUTES

## 61 | EMPLOYEE REPRESENTATIVES

### 611 | PARTICIPATION IN EMPLOYEE REPRESENTATIVE ELECTIONS

2015			2016			Body of electors	2017		
Number registered	As % of voters	As % of alternate voters	Number registered	As % of voters	As % of alternate voters		Number registered	As % of voters	As % of alternate voters
-	-	-	-	-	-	Technical staff	-	-	-
-	-	-	-	-	-	Executive staff	-	-	-

No elections in 2015-2016-2017.

### 611 | PARTICIPATION AUX ÉLECTIONS DES COMITÉS D'ÉTABLISSEMENT

2015			2016			Body of electors	2017		
Number registered	As % of voters	As % of alternate voters	Number registered	As % of voters	As % of alternate voters		Number registered	As % of voters	As % of alternate voters
-	-	-	-	-	-	Technical staff	-	-	-
-	-	-	-	-	-	Executive staff	-	-	-

No elections in 2015-2016-2017.

### 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 640,266 hours in 2017, excluding meetings with Management or committee meetings.

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

2015	2016		2017
1,231	1,241	Staff Representatives	1,167
760	710	CHSCT	680
156	135	Works Councils	118
81	72	Specialized Committees	41
148	125	Union Delegates	105

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 PLAN**

- October 3, 2017: BNP Paribas group agreement on the defined contribution supplementary pension scheme
- October 9, 2017: Company-wide agreement on the conditions governing the BNP Paribas supplementary pension scheme within BNP Paribas SA
- November 3, 2017: Amendment No. 5 to the company-wide agreement dated December 21, 2009 defining the rules governing matching contributions applicable to the employees of BNP Paribas SA under the BNP Paribas Group employee savings plan
- November 3, 2017: Company-wide agreement on the terms and conditions for the allocation of additional profit-sharing paid with respect to the 2016 financial year
- November 3, 2017: Company-wide agreement on the 2018 annual negotiations

**SOCIAL DIALOGUE AND EMPLOYEE REPRESENTATION BODIES**

- March 31, 2017: Amendment to the company-wide agreement dated March 24, 2014 on the role of the employees' representation bodies and collective bargaining within BNP Paribas SA
- July 12, 2017: Amendment No. 2 to the company-wide agreement dated March 15, 2013 on the social dialogue and the employees' representation bodies of BNP Paribas SA for the 2013-2017 mandate period (Management of mandate holders and CASCs)

**ELECTION OF EMPLOYEE REPRESENTATIVES**

- July 12, 2017: Company-wide agreement on the terms and conditions of the organization by electronic vote of the 2017 election of employee representatives to the Board of Directors of BNP Paribas SA

**STRESS AT WORK**

- October 12, 2017: Amendment to the company-wide agreement dated July 30, 2015 on the appraisal and prevention of stress at work within BNP Paribas SA

**WORKING TIME**

- May 4, 2017: Company-wide agreement on the specific labour constraints of BNP Paribas SA
- November 27, 2017: Amendment to the company-wide agreement dated June 2, 2015 on the scheme governing the free allocation of rest days

**DIVERSITY**

- December 26, 2017: Amendment to the company-wide agreement on the generation contract within BNP Paribas SA

**OTHER**

- April 20, 2017: Company-wide agreement on the conditions governing employee participation in the company derived from the merger (Hello Bank BNP Paribas Austria AG)

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

2015	2016	2017
487	181	165



## 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 crossfunctional 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 pre-determined 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			2017			
Male	Female	Total	Male	Female	Total	Male	Female	Total	
994	2,693	<b>3,687</b>	2,638	7,717	<b>10,355</b>				
						Technical staff	1,912	5,372	<b>7,284</b>
5,193	4,676	<b>9,869</b>	9,256	9,227	<b>18,483</b>	Executive staff	10,798	10,475	<b>21,273</b>
6,187	7,369	<b>13,556</b>	11,894	16,944	<b>28,838</b>	<b>TOTAL</b>	<b>12,710</b>	<b>15,847</b>	<b>28,557</b>

## 63 | DISPUTES

2015	2016		2017
<b>631 - Number of appeals to extrajudicial arbitration systems</b>			
7	3	to the Bank's "appeal formation" Joint Commission	<b>5</b>
11	17	to the Joint Commission for Disciplinary Action	<b>15</b>
41	74	<b>632 - Number of legal proceedings</b>	<b>63</b>
0	1	<b>633 - Number of formal notices and reports received from the Labour inspectorate</b>	<b>4</b>

## 7 | OTHER WELFARE FACILITIES PROVIDED BY THE COMPANY



71 - SOCIAL AND CULTURAL ACTIVITIES

72 - OTHER WELFARE CONTRIBUTIONS

## 71 | SOCIAL AND CULTURAL ACTIVITIES

711 | EXPENSES INCURRED DIRECTLY BY THE HEAD OFFICE (in millions of Euros)

2015	2016		2017
11.26	11.84	Restaurants	12.11
10.37	9.42	Commuting	9.85
1.23	1.32	Medical expenses (Paris and the Provinces)	1.72
7.50	7.43	Family benefits	7.39
1.23	1.10	Miscellaneous benefits	0.97
<b>31.59</b>	<b>31.11</b>	<b>TOTAL</b>	<b>32.04</b>

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

2015	2016		2017
30.79	32.28	Contribution to midday meal expenses	31.91
<b>Family welfare</b>			
4.10	4.20	Contribution to childminding fees	4.30
0.06	0.07	Miscellaneous aid	0.07
4.16	4.27	<b>TOTAL</b>	4.37
<b>Leisure activities</b>			
17.41	17.90	Summer camp and contribution to employees' holidays	18.00
2.37	2.37	A.S.C	2.37
0.33	0.07	Miscellaneous	0.07
20.11	20.34	<b>TOTAL</b>	20.44
13.83	13.93	<b>Locally based activities</b>	14.06
<b>Miscellaneous</b>			
1.64	1.63	Administrative costs	1.72
0.78	1.00	Investments	1.00
2.42	2.63	<b>TOTAL</b>	2.72
71.31	73.45	<b>GRAND TOTAL</b>	73.50

Estimate of spending for the reference year.

**712 | TOTAL WELFARE BUDGET** (in millions of Euros)

2015	2016		2017
31.59	31.11	Budget allocated by Senior Management	32.04
71.31	73.45	Budget allocated to the Central Works Council*	73.50
102.90	104.56	<b>TOTAL</b>	105.54

\* 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 2017, the employer's contribution amounted to € 15.24 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 2017 financial year, the employer's contribution amounted to € 18,17 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 2017, payments made by the company amounted to € 14.70 millions.



#### **SOME DEFINITIONS:**

<b>PTC</b>	Permanent employees with unlimited term contracts.
<b>FTC</b>	BNP Paribas employees with fixed-term contracts.
<b>Local</b>	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.
<b>On Loan</b>	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.
<b>Seconded</b>	The employee is seconded for at least three years. During this period the contract with the home company is suspended.
<b>Expatriate</b>	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.
<b>Trainee-Apprentice</b>	A training/apprenticeship agreement must have been signed between BNP Paribas and the student's school or university.

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**BNP PARIBAS**

The bank  
for a changing  
world