

SOCIAL REPORT 2018

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, along with intergenerational indicators, are based on total headcount (indicator 111-B).

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
16,954	22,557	39,511	16,728	22,241	38,969	16,580	21,852	38,432
431	1,200	1,631	412	1,202	1,614	412	1,222	1,634
890	1,048	1,938	948	1,075	2,023	871	946	1,817
18,275	24,805	43,080	18,088	24,518	42,606	17,863	24,020	41,883
501	427	928	504	436	940	500	459	959
474	124	598	432	119	551	399	124	523
19,250	25,356	44,606	19,024	25,073	44,097	18,762	24,603	43,365

*Including 40 employees received on secondment in 2016, 50 employees received on secondment in 2017 and 53 employees received on secondment in 2018.

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
5,004	12,115	17,119	4,805	11,440	16,245	4,436	10,638	15,074
13,271	12,690	25,961	13,283	13,078	26,361	13,427	13,382	26,809
18,275	24,805	43,080	18,088	24,518	42,606	17,863	24,020	41,883
TOTAL								

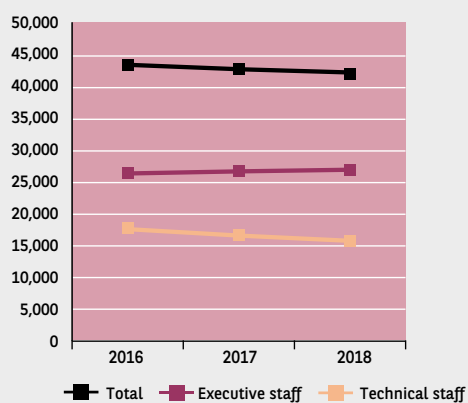
111-B | BREAKDOWN OF TOTAL HEADCOUNT PER CATEGORY

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
29.6	70.4	100.0	29.6	70.4	100.0	29.4	70.6	100.0
50.4	49.6	100.0	50.4	49.6	100.0	50.1	49.9	100.0
42.5	57.5	100.0	42.5	57.5	100.0	42.6	57.4	100.0
% Technical staff								
% Executive staff								
% TOTAL								

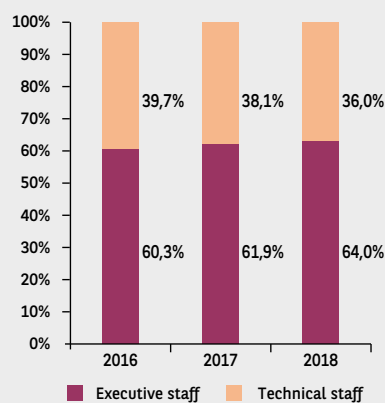
111-B | BREAKDOWN OF TOTAL HEADCOUNT BY GENDER

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
27.4	48.8	39.7	26.6	46.7	38.1	24.8	44.3	36.0
72.6	51.2	60.3	73.4	53.3	61.9	75.2	55.7	64.0
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
% Technical staff								
% Executive staff								
% TOTAL								

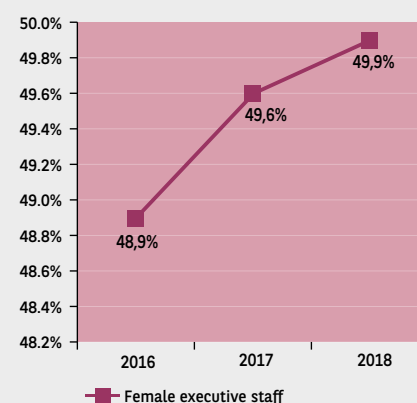
Change in headcount



Change in headcount (as a %)



Change in female executive staff (as a %)



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

2016			2017			2017		
Male	Female	Total	Male	Female	Total	Male	Female	Total
4,936	11,418	16,354	4,741	10,774	15,515	4,380	9,998	14,378
13,218	12,354	25,572	13,237	12,740	25,977	13,378	13,034	26,411
18,154	23,772	41,926	17,978	23,514	41,491	17,757	23,032	40,789
TOTAL								

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
3,541	7,548	11,089	3,342	7,101	10,443	2,965	6,355	9,320
12,026	10,018	22,044	12,246	10,697	22,943	12,132	10,802	22,934
15,567	17,566	33,133	15,588	17,798	33,386	15,097	17,157	32,254
						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)

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
Paid headcount								
45	96	141	172	286	147	333	491	824
51	59	110	61	88	460	75	105	180
96	155	251	233	374	607	408	596	1,004
Unpaid absentees								
0	1	1	0	2	2	4	15	19
0	1	1	0	0	0	0	1	1
0	2	2	0	2	2	4	16	20
Apprenticeship*								
483	523	1,006	488	519	1,007	471	437	908
0	0	0	0	0	0	6	0	6
483	523	1,006	488	519	1,007	477	437	914
Other work-study contracts								
407	525	932	460	556	1,016	394	509	903
0	0	0	0	0	0	0	0	0
407	525	932	460	556	1,016	394	509	903
TOTAL								
935	1,145	2,080	1,007	1,163	2,170	1,202	1,452	2,654
51	60	111	172	288	460	81	106	187
986	1,205	2,191	1,179	1,451	2,630	1,283	1,558	2,841

*Including 6 Industrial Training & Research Agreement (CIFRE) contracts.

114 | EFFECTIF MOYEN MENSUEL (one for one)

2016		2017		2018	
17,357		16,566		15,564	
25,312		26,089		26,524	
42,669		42,655		42,088	
		TOTAL			

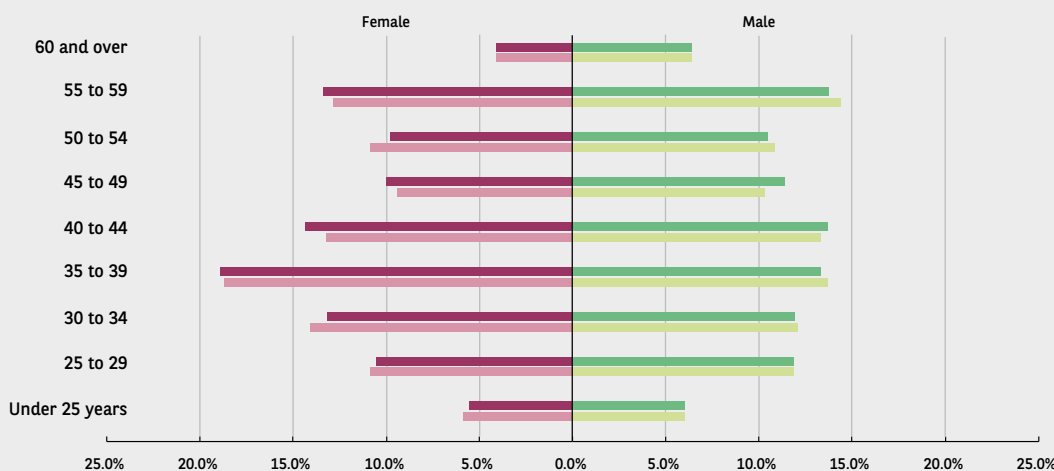
Monthly headcount obtained by adding together the number of employees at the end of each month and dividing the total by 12.

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

2016						2017						2018						
M	%	F	%	Total	%	M	%	F	%	Total	%	M	%	F	%	Total	%	
UNDER 25																		
945	18.9	1,291	10.7	2,236	13.1	944	19.6	1,245	10.9	2,189	13.5	Technical staff	917	20.7	1,116	10.5	2,033	13.5
174	1.3	197	1.6	371	1.4	151	1.1	209	1.6	360	1.4	Executive staff	190	1.4	185	1.4	375	1.4
1,119	6.1	1,488	6.0	2,607	6.1	1,095	6.1	1,454	5.9	2,549	6.0	TOTAL	1,107	6.2	1,301	5.4	2,408	5.7
25 TO 29 YEARS																		
894	17.9	1,506	12.4	2,400	14.0	919	19.1	1,446	12.6	2,365	14.6	Technical staff	849	19.1	1,302	12.2	2,151	14.3
1,163	8.8	1,180	9.3	2,343	9.0	1,247	9.4	1,206	9.2	2,453	9.3	Executive staff	1,286	9.6	1,217	9.1	2,503	9.3
2,057	11.3	2,686	10.8	4,743	11.0	2,166	12	2,652	10.8	4,818	11.3	TOTAL	2,135	12	2,519	10.5	4,654	11.1
30 TO 34 YEARS																		
619	12.4	1,886	15.6	2,505	14.6	633	13.2	1,639	14.3	2,272	14.0	Technical staff	623	14	1,461	13.7	2,084	13.8
1,634	12.3	1,913	15.1	3,547	13.7	1,566	11.8	1,816	13.9	3,382	12.8	Executive staff	1,538	11.5	1,721	12.9	3,259	12.2
2,253	12.3	3,799	15.3	6,052	14.0	2,199	12.2	3,455	14.1	5,654	13.3	TOTAL	2,161	12.1	3,182	13.2	5,343	12.8
35 TO 39 YEARS																		
501	10.0	1,958	16.2	2,459	14.4	481	10.0	2,005	17.5	2,486	15.3	Technical staff	445	10	1,936	18.2	2,381	15.8
2,061	15.5	2,571	20.3	4,632	17.8	2,014	15.2	2,571	19.7	4,585	17.4	Executive staff	1,972	14.7	2,609	19.5	4,581	17.1
2,562	14.0	4,529	18.3	7,091	16.5	2,495	13.8	4,576	18.7	7,071	16.6	TOTAL	2,417	13.5	4,545	18.9	6,962	16.6
40 TO 44 YEARS																		
210	4.2	857	7.1	1,067	6.2	254	5.3	975	8.5	1,229	7.6	Technical staff	262	5.9	1,086	10.2	1,348	8.9
2,206	16.6	2,071	16.3	4,277	16.5	2,192	16.5	2,268	17.3	4,460	16.9	Executive staff	2,199	16.4	2,376	17.8	4,575	17.12
2,416	13.2	2,928	11.8	5,344	12.4	2,446	13.5	3,243	13.2	5,689	13.4	TOTAL	2,461	13.8	3,462	14.4	5,923	14.1
45 TO 49 YEARS																		
197	3.9	794	6.6	991	5.8	172	3.6	736	6.4	908	5.6	Technical staff	157	3.5	687	6.5	844	5.6
1,587	12.0	1,468	11.6	3,055	11.8	1,731	13.0	1,586	12.1	3,317	12.6	Executive staff	1,911	14.2	1,767	13.2	3,678	13.7
1,784	9.8	2,262	9.1	4,046	9.4	1,903	10.5	2,322	9.5	4,225	9.9	TOTAL	2,068	11.6	2,454	10.2	4,522	10.8
50 TO 54 YEARS																		
384	7.7	1,359	11.2	1,743	10.2	309	6.4	1,100	9.6	1,409	8.7	Technical staff	255	5.7	867	6.5	844	5.6
1,734	13.1	1,534	12.1	3,268	12.6	1,669	12.6	1,566	12.0	3,235	12.3	Executive staff	1,643	12.2	1,473	11	3,116	11.6
2,118	11.6	2,893	11.7	5,011	11.6	1,978	10.9	2,666	10.9	4,644	10.9	TOTAL	1,898	10.6	2,340	9.7	4,238	10.1
55 TO 59 YEARS																		
932	18.6	1,834	15.1	2,766	16.2	776	16.1	1,738	15.2	2,514	15.5	Technical staff	655	14.8	1,697	16	2,352	15.6
1,853	14.0	1,294	10.2	3,147	12.1	1,863	14.0	1,404	10.7	3,267	12.4	Executive staff	1,811	13.5	1,537	11.5	3,348	12.5
2,785	15.2	3,128	12.6	5,913	13.7	2,639	14.6	3,142	12.8	5,781	13.6	TOTAL	2,466	13.8	3,234	13.5	5,700	13.6
60 AND OVER																		
322	6.4	630	5.2	952	5.6	317	6.6	556	4.9	873	5.4	Technical staff	273	6.2	486	4.6	759	5
859	6.5	462	3.6	1,321	5.1	850	6.4	452	3.5	1,302	4.9	Executive staff	877	6.5	497	3.7	1,374	5.1
1,181	6.5	1,092	4.4	2,273	5.3	1,167	6.5	1,008	4.1	2,175	5.1	TOTAL	1,150	6.4	983	4.1	2,133	5.1
GLOBAL																		
18,275	100	24,805	100	43,080	100	18,088	100	24,518	100	42,606	100	TOTAL	17,863	100	24,020	100	41,883	100

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 2017-2018

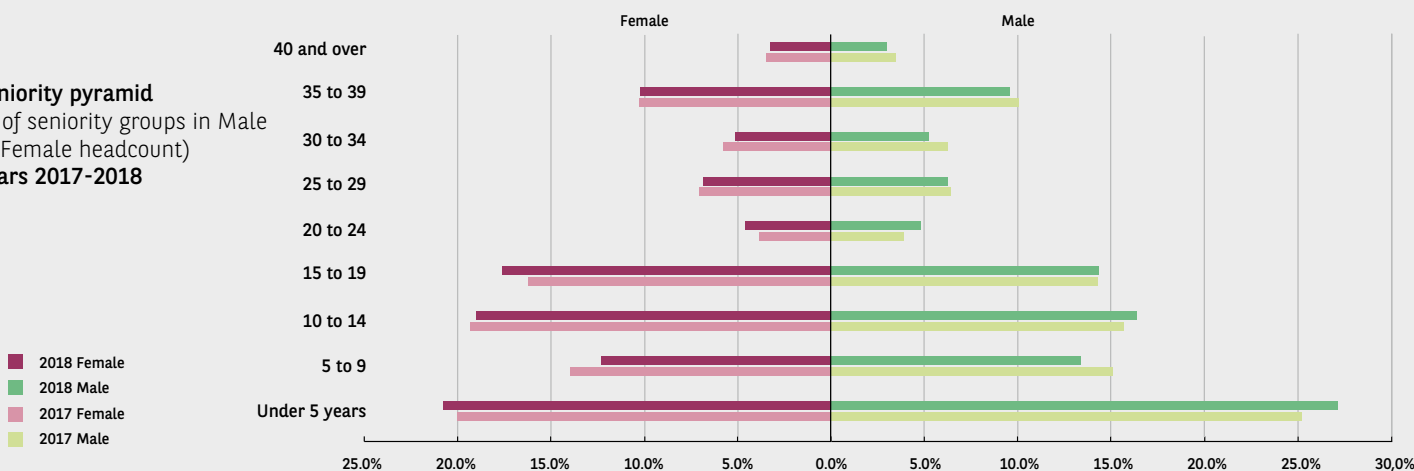


115/117 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY LENGTH OF SERVICE AS AT DECEMBER 31st (one for one)

2016						2017						2018						
M	%	F	%	Total	%	M	%	F	%	Total	%	M	%	F	%	Total	%	
LESS THAN 5 YEARS																		
1,867	37.3	2,569	21.2	4,436	25.9	2,000	41.6	2,634	23.0	4,634	28.5	Technical staff	1,921	43.3	2,471	23.2	4,392	29.1
2,256	17.0	2,001	15.8	4,257	16.4	2,534	19.1	2,281	17.4	4,815	18.3	Executive staff	2,904	21.6	2,542	19.0	5,446	20.3
4,123	22.6	4,570	18.4	8,693	20.2	4,534	25.1	4,915	20.0	9,449	22.2	TOTAL	4,825	27.0	5,013	20.9	9,838	23.5
5 TO 9 YEARS																		
697	13.9	1,889	15.6	2,586	15.1	610	12.7	1,638	14.3	2,248	13.8	Technical staff	604	13.6	1,449	13.6	2,053	13.6
2,546	19.2	2,252	17.7	4,798	18.5	2,098	15.8	1,765	13.5	3,863	14.7	Executive staff	1,783	13.3	1,528	11.4	3,311	12.4
3,243	17.7	4,141	16.7	7,384	17.1	2,708	15.0	3,403	13.9	6,111	14.3	TOTAL	2,387	13.4	2,977	12.4	5,364	12.8
10 TO 14 YEARS																		
496	9.9	2,235	18.4	2,731	16.0	470	9.8	1,968	17.2	2,438	15.0	Technical staff	427	9.6	1,756	16.5	2,183	14.5
2,313	17.4	2,734	21.5	5,047	19.4	2,350	17.7	2,779	21.2	5,129	19.5	Executive staff	2,487	18.5	2,813	21.0	5,300	19.8
2,809	15.4	4,969	20.0	7,778	18.1	2,820	15.6	4,747	19.4	7,567	17.8	TOTAL	2,914	16.3	4,569	19.0	7,483	17.9
15 TO 19 YEARS																		
221	4.4	1,117	9.2	1,338	7.8	280	5.8	1,428	12.5	1,708	10.5	Technical staff	287	6.5	1,581	14.9	1,868	12.4
2,011	15.2	2,132	16.8	4,143	16.0	2,285	17.2	2,574	19.7	4,859	18.4	Executive staff	2,257	16.8	2,659	19.9	4,916	18.3
2,232	12.2	3,249	13.1	5,481	12.7	2,565	14.2	4,002	16.3	6,567	15.4	TOTAL	2,544	14.2	4,240	17.7	6,784	16.2
20 TO 24 YEARS																		
103	2.1	303	2.5	406	2.4	67	1.4	263	2.3	330	2.0	Technical staff	53	1.2	277	2.6	330	2.2
540	4.1	578	4.6	1,118	4.3	619	4.7	686	5.2	1,305	5.0	Executive staff	794	5.9	850	6.4	1,644	6.1
643	3.5	881	3.6	1,524	3.5	686	3.8	949	3.9	1,635	3.8	TOTAL	847	4.7	1,127	4.7	1,974	4.7
25 TO 29 YEARS																		
206	4.1	778	6.4	984	5.7	196	4.1	704	6.2	900	5.5	Technical staff	179	4.0	631	5.9	810	5.4
972	7.3	1,007	7.9	1,979	7.6	960	7.2	1,021	7.8	1,981	7.5	Executive staff	933	6.9	1,019	7.6	1,952	7.3
1,178	6.4	1,785	7.2	2,963	6.9	1,156	6.4	1,725	7	2,881	6.8	TOTAL	1,112	6.2	1,650	6.9	2,762	6.6
30 TO 34 YEARS																		
506	10.1	1,265	10.4	1,771	10.3	300	6.2	713	6.2	1,013	6.2	Technical staff	204	4.6	552	5.2	756	5.0
1,134	8.5	963	7.6	2,097	8.1	843	6.3	703	5.4	1,546	5.9	Executive staff	754	5.6	671	5.0	1,425	5.3
1,640	9.0	2,228	9.0	3,868	9.0	1,143	6.3	1,416	5.8	2,559	6	TOTAL	958	5.4	1,223	5.1	2,181	5.2
35 TO 39 YEARS																		
638	12.7	1,267	10.5	1,905	11.1	653	13.6	1,553	13.6	2,206	13.6	Technical staff	568	12.8	1,443	13.6	2,011	13.3
1,033	7.8	675	5.3	1,708	6.6	1,180	8.9	967	7.4	2,147	8.1	Executive staff	1,147	8.5	1,008	7.5	2,155	8.0
1,671	9.1	1,942	7.8	3,613	8.4	1,833	10.1	2,520	10.3	4,353	10.2	TOTAL	1,715	9.6	2,451	10.2	4,166	9.9
40 YEARS AND OVER																		
270	5.4	692	5.7	962	5.6	229	4.8	539	4.7	768	4.7	Technical staff	193	4.4	478	4.5	671	4.5
466	3.5	347	2.7	813	3.1	414	3.1	302	2.3	716	2.7	Executive staff	368	2.7	292	2.2	660	2.5
736	4.0	1,039	4.2	1,775	4.1	643	3.6	841	3.4	1,484	3.5	TOTAL	561	3.1	770	3.2	1,331	3.2
GLOBAL																		
18,275	100	24,805	100	43,080	100	18,088	100	24,518	100	42,606	100	TOTAL	17,863	100	24,020	100	41,883	100

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 2017-2018



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

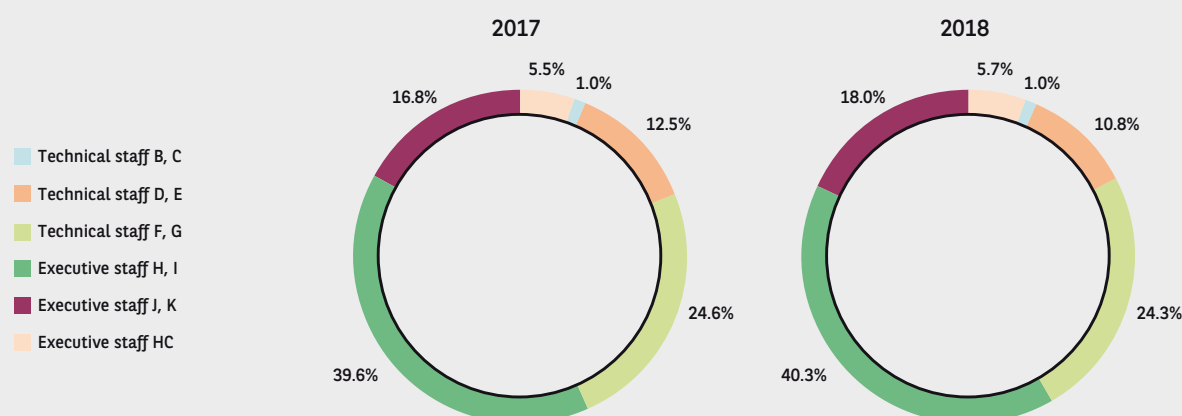
2016				2017				2018			
French		Foreigners		French		Foreigners		French		Foreigners	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
4,912	11,917	92	198	4,665	11,222	140	218	4,287	10,412	149	226
12,820	12,125	451	565	12,828	12,479	455	599	12,870	12,723	557	659
17,732	24,042	543	763	17,493	23,701	595	817	17,157	23,135	706	885
41,774		1,306		41,194		1,412		40,292		1,591	
								TOTAL			

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

2016					2017					2018					Objective of woman framework in %	
M	%	F	%	Total	M	%	F	%	Total	M	%	F	%	Total		
22	30.1	51	69.9	73	17	28.8	42	71.2	59	B	12	25.5	35	74.5	47	
175	40.6	256	59.4	431	145	38.0	237	62.0	382	C	139	39.6	212	60.4	351	
787	36.3	1,383	63.7	2,170	686	36.5	1,196	63.5	1,882	D	579	38.7	916	61.3	1,495	
883	24.5	2,722	75.5	3,605	962	28.0	2,476	72.0	3,438	E	899	29.9	2,111	70.1	3,010	
1,437	25.9	4,105	74.1	5,542	1,404	26.1	3,973	73.9	5,377	F	1,274	25.1	3,795	74.9	5,069	
1,700	32.1	3,598	67.9	5,298	1,591	31.2	3,516	68.8	5,107	G	1,533	30.0	3,569	70.0	5,102	
5,004	29.2	12,115	70.8	17,119	4,805	29.8	11,440	70.4	16,245	Technical staff	4,436	29.4	10,638	70.6	15,074	
4,304	42.3	5,870	57.7	10,174	4,154	41.3	5,893	58.7	10,047	H	4,041	40.9	5,832	59.1	9,873	58.0
3,572	52.9	3,179	47.1	6,751	3,522	51.6	3,297	48.4	6,819	I	3,590	51.1	3,429	49.9	7,019	48.5
2,462	56.6	1,885	43.4	4,347	2,592	56.1	2,029	43.9	4,621	J	2,637	55.2	2,136	44.8	4,773	44.0
1,483	60.9	952	39.1	2,435	1,532	60.2	1,012	39.8	2,544	K	1,647	59.9	1,104	40.1	2,751	39.5
1,450	64.3	804	35.7	2,254	1,483	63.6	847	36.4	2,330	HC	1,512	63.2	881	36.8	2,393	36.5
13,271	51.1	12,690	48.9	25,961	13,283	50.4	13,078	49.6	26,361	Executive staff	13,427	50.1	13,382	49.9	26,809	
18,275	42.4	24,805	57.6	43,080	18,088	42.5	24,518	57.5	42,606	TOTAL	17,863	42.6	24,020	57.4	41,883	

*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

2016	2017	2018
4,961	6,232	8,955

Data for the month of December for the reference year.

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

2016	2017	2018
12	5	22

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

2016	2017	2018
2,536	2,653	2,633

Internships longer than 1 week.

123 | AVERAGE MONTHLY HEADCOUNT OF TEMPORARY EMPLOYEES

2016	2017	2018
959	1,052	1,672

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

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

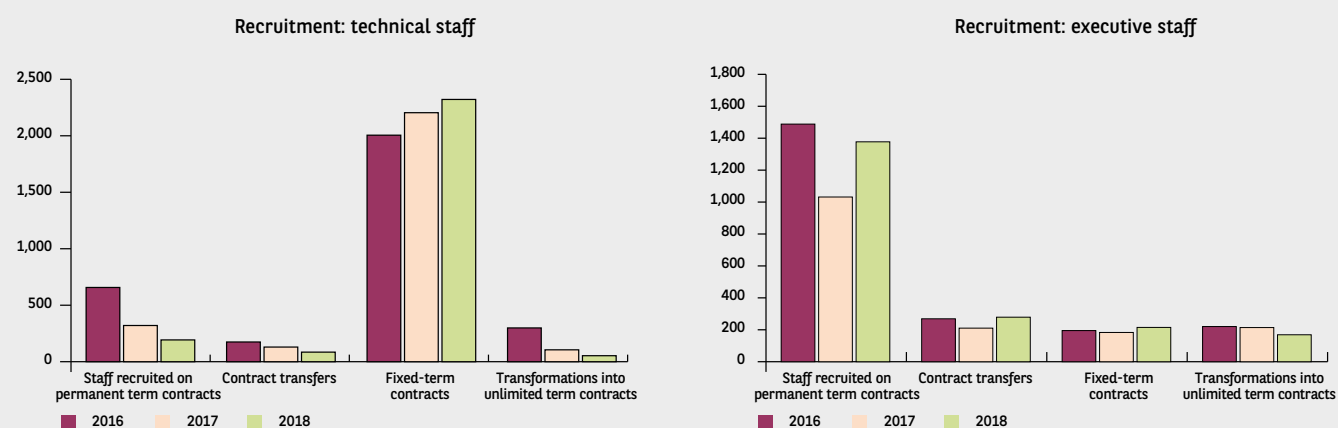
2016	2017	2018
52	71	53

Internships provide interns with crucial experience allowing them to gain an understanding of the business world by working directly in a team. BNP Paribas strives to offer each intern real experience that enables them to train, acquire knowledge or business skills, take part in operational assignments related to the degree or diploma for which they are studying, while remaining under supervision.

Attentive to the way in which interns are welcomed and integrated into their host companies, the business lines have structured their support through a number of actions, including the distribution of welcome booklets, the organization of presentation sessions, and support from an internship supervisor or contact employee depending on the duration of the internship..

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)

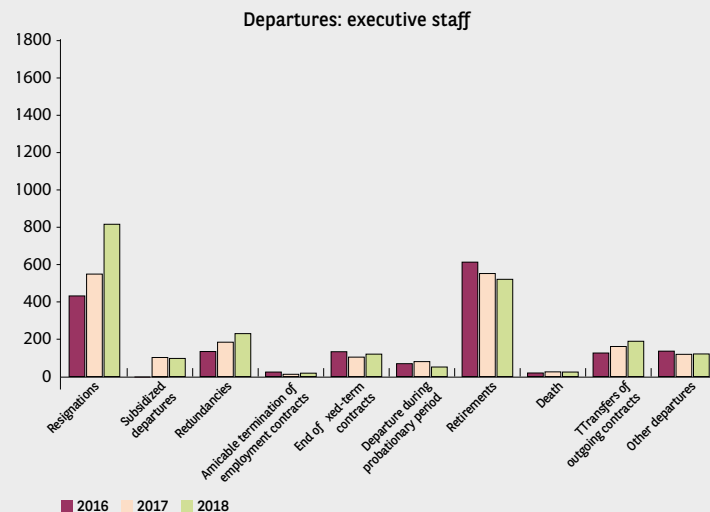
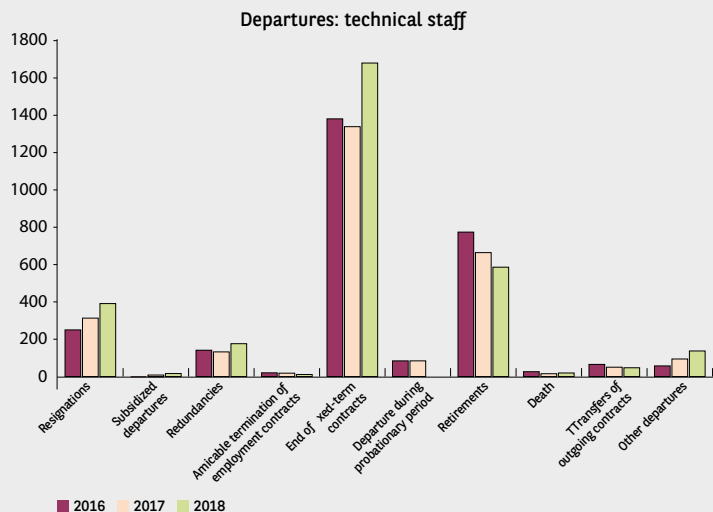
2016						2017						130-A - Total recruitments	2018					
Technical staff		Executive staff		Total		Technical staff		Executive staff		Total			Technical staff		Executive staff		Total	
M	F	M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F
1,213	1,860	1,181	1,226	2,394	3,086	1,148	1,556	949	867	2,097	2,423	1,116	1,483	1,221	1,039	2,337	2,522	
272	372	855	794	1,127	1,166	145	169	624	519	769	688	131 - Staff recruited on permanent term contracts	98	91	870	656	968	747
37	134	132	166	169	300	27	100	125	108	152	208	130-B - Contract transfers	18	65	156	153	174	218
794	1,171	85	131	879	1,302	936	1,224	90	113	1,026	1,337	132 - Staff recruited on fixed-term contracts	979	1,296	95	143	1,074	1,439
110	183	109	135	219	318	40	63	110	127	150	190	132-A - Transformation into unlimited term contracts	21	31	100	87	121	118
746	1,073	180	223	926	1,296	714	924	160	198	874	1,122	134 - Of which number of recruits aged 25 or less	685	840	202	166	887	1,006

133 | NUMBER OF SEASONAL WORKERS

2016	2017	2018
6,081	6,362	6,600

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)

2016						2017						2018						
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	
1,028	1,770	908	778	1,936	2,548	1,051	1,666	1,054	834	2,105	2,500	1,234	1,862	1,199	988	2,433	2,850	
91	159	231	201	322	360	104	209	301	248	405	457	141	242	454	362	603	604	
0	0	0	0	0	0	1	7	61	41	62	48	143	8	46	51	54	59	
49	92	72	62	121	154	35	97	103	81	138	178	144	57	119	121	178	228	
4	16	16	8	20	24	7	11	6	6	13	17	144-A	7	4	6	12	13	16
526	855	51	82	577	937	579	760	47	57	626	817	145	698	982	41	79	739	1,061
40	44	32	37	72	81	37	47	37	43	74	90	146	11	22	26	25	37	47
264	510	350	263	614	773	231	433	344	208	575	641	147	211	375	330	191	541	566
12	14	8	11	20	25	6	9	14	11	20	20	148	9	10	18	6	27	16
21	44	65	61	86	105	15	35	80	81	95	116	140-A	13	34	89	100	102	134
21	36	83	53	104	89	36	58	61	58	97	116	140-B	71	66	68	53	139	119

OVERVIEW: RECRUITMENTS/DEPARTURES

2016	2017		2018
42,632	43,080	Headcount in previous year	42,606
5,480	4,520	130-A - Total recruitments	4,859
-4,484	-4,605	141 - Total departures	-5,283
-11	-49	Balance of appointments with other Group entities	-60
-537	-340	Transformation into unlimited-term contracts*	-239
43,080	42,606	Headcount in current year	41,883

* Included in recruitment, not included in departures.

15 | CAREER DEVELOPMENT

151 | NUMBER OF EMPLOYEES PROMOTED TO A HIGHER LEVEL

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
1	0	1	0	0	0	C	0	1	1
11	10	21	3	2	5	D	3	8	11
117	273	390	108	219	327	E	92	184	276
244	706	950	162	500	662	F	120	474	594
193	465	658	190	558	748	G	176	521	697
566	1,454	2,020	463	1,279	1,742	Technical staff	391	1,188	1,579
157	326	483	154	371	525	H	139	316	455
356	377	733	387	440	827	I	380	427	807
278	264	542	401	307	708	J	286	276	562
157	128	285	192	146	338	K	197	149	346
76	61	137	93	67	160	HC	61	51	112
1,024	1,156	2,180	1,227	1,331	2,558	Executive staff	1,063	1,219	2,282
1,590	2,610	4,200	1,690	2,610	4,300	TOTAL	1,454	2,407	3,861

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,128	10,802	14,930	3,905	10,286	14,191	Technical staff	3,661	9,622	13,283
11,297	10,823	22,120	11,622	11,486	23,108	Executive staff	11,610	11,793	23,403
15,425	21,625	37,050	15,527	21,772	37,299	TOTAL	15,271	21,415	36,686

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3.79	9.74	13.53	3.26	9.01	12.28	Technical staff	2.94	8.94	11.89
4.63	5.23	9.86	5.31	5.76	11.07	Executive staff	4.54	5.21	9.75
4.29	7.04	11.34	4.53	7.00	11.53	TOTAL	3.96	6.56	10.52

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
13.71	13.46	13.53	11.86	12.43	12.28	Technical staff	10.68	12.35	11.89
9.07	10.68	9.86	10.56	11.59	11.07	Executive staff	9.16	10.34	9.75
10.31	12.07	11.34	10.88	11.99	11.53	TOTAL	9.52	11.24	10.52

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
2	1	3	1	4	5	C	2	2	4
46	104	150	58	88	146	D	45	73	118
90	376	466	96	280	376	E	71	245	316
174	547	721	176	504	680	F	197	617	814
178	489	667	173	530	703	G	194	542	736
490	1,517	2,007	504	1,406	1,910	Technical staff	509	1,479	1,988
838	1,173	2,011	888	1,223	2,111	H	875	1,260	2,135
726	667	1,393	867	708	1,575	I	842	773	1,615
478	366	844	617	433	1,050	J	701	522	1,223
325	208	533	371	217	588	K	410	274	684
354	232	586	379	261	640	HC	470	310	780
2,721	2,646	5,367	3,122	2,842	5,964	Executive staff	3,298	3,139	6,437
3,211	4,163	7,374	3,626	4,248	7,874	TOTAL	3,807	4,618	8,425

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

2015			2016				2017		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,471	11,526	15,997	3,905	10,286	14,191	Technical staff	3,661	9,622	13,283
12,532	11,096	23,628	13,049	12,271	25,320	Executive staff	13,067	12,619	25,686
17,003	22,622	39,625	16,954	22,557	39,511	TOTAL	16,728	22,241	38,969

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3.28	10.16	13.44	3.55	9.91	13.46	Technical staff	3.83	11.13	14.97
11.23	10.92	22.15	12.33	11.22	23.55	Executive staff	12.84	12.22	25.06
8.20	10.63	18.83	9.18	10.75	19.93	TOTAL	9.77	11.85	21.62

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
11.87	14.04	13.44	12.91	13.67	13.46	Technical staff	13.90	15.37	14.97
21.48	22.89	22.15	23.93	23.16	23.55	Executive staff	25.24	24.88	25.06
19.12	18.62	18.83	21.39	18.83	19.93	TOTAL	22.76	20.76	21.62

153-A | TOTAL STATUS REVIEWS

2016	2017		2018
11,574	12,174	Total number of status reviews	12,286
41	39	Average frequency of status reviews (in months)	38

16 | UNEMPLOYMENT

2016	2017		2018
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**

2016	2017		2018
1,295.0	1,378.0	Expressed as natural persons	1,525.0
1,439.0	1,480.7	Expressed in unities of disability	1,645.0
64.0	33.4	Additional units related to ESAT* services	54.0
1,503.0	1,514.2	TOTAL NUMBER OF UNITS	1,699.0

*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

2016	2017		2018
39	33	Expressed as natural persons	28

18 | ABSENTEEISM

2016			2017			2018			
Technical staff	Executive staff	Total	Technical staff	Executive staff	Total	Technical staff	Executive staff	Total	
DAYS OF ABSENTEEISM									
469,427	271,194	740,621	462,057	305,775	767,832	182 - illness	444,673	332,009	776,681
13,642	9,339	22,980	12,199	9,170	21,369	up to 2 days	12,077	9,948	22,025
30,466	20,799	51,264	27,675	22,064	49,738	3 to 5 days	28,555	23,061	51,615
425,320	241,057	666,377	422,184	274,542	696,726	6 days and more	404,041	299,000	703,041
14,645	9,952	24,597	13,019	12,689	25,708	184 - Work-related and commuting accidents	15,905	11,526	27,430
136,379	153,320	289,699	107,054	132,511	239,565	185 - Maternity and paternity leave	102,328	141,623	243,951
88,457	92,597	181,054	96,661	91,073	187,734	186 - Authorized leave*	101,578	96,376	197,954
99,109	84,067	183,176	92,350	123,501	215,851	187 - Other reasons**	84,832	118,878	203,709
808,016	611,130	1,419,145	771,140	665,549	1,436,689	181-1 - TOTAL	749,314	700,411	1,449,724
RATE OF ABSENTEEISM									
7.44	4.38	5.60	7.18	4.51	5.53	Rate of paid staff absenteeism	7.46	4.75	5.72
2.15	1.66	1.86	1.77	1.39	1.54	Rate of maternity and paternity leave	1.80	1.46	1.59
10.60	4.96	7.25	10.98	5.60	7.69	Rate without maternity and paternity leave	11.39	5.77	7.85
12.75	6.61	9.11	12.75	6.99	9.23	TOTAL	13.19	7.23	9.44

*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 FLEXITIME (variable work schedule)

2016			2017			2018			
Male	Female	Total	Male	Female	Total	Male	Female	Total	
249	1,642	1,891	234	1,555	1,789	Technical staff	226	1,470	1,696
503	1,349	1,852	549	1,480	2,029	Executive staff	636	1,492	2,128
752	2,991	3,743	783	3,035	3,818	TOTAL	862	2,962	3,824

19 | LEAVES

191-A | PARENTAL CHILDCARE LEAVE

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
2	230	232	1	211	212	Technical staff	4	211	215
10	164	174	8	141	149	Executive staff	6	153	159
12	394	406	9	352	361	TOTAL	10	364	374

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

192-A | SABBATICAL LEAVE

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4	46	50	7	36	43	Technical staff	13	31	44
45	69	114	54	86	140	Executive staff	34	71	105
49	115	164	61	122	183	TOTAL	47	102	149

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

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

2016			2017				2018		
Technical staff	Executive staff	Total	Technical staff	Executive staff	Total		Technical staff	Executive staff	Total
1,461	5,906	7,367	2,018	6,050	8,068	Days taken during the year	1,697	5,876	7,573
1,520	6,115	7,635	2,024	6,253	8,277	Theoretical days during the year	1,840	6,792	8,632

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)

2016	2017		2018
3,729.0	3,826.0	TOTAL PERSONNEL COSTS	3,860.2
2,227.5	2,290.3	"Wages and Salaries"	2,319.0
1,807.3	1,883.0	Fixed remuneration including the remuneration bonus and lump-sum allowance (before deductions)	1,910.3
-46.7	-99.5	Deductions (sickness, maternity, flexitime, etc.)	-103.8
86.4	87.6	Miscellaneous allowances and overtime	91.8
333.1	363.5	Variable remuneration*	364.6
2,180.1	2,234.6	Subtotal "Wages and Salaries"	2,262.9
47.3	55.7	Employer contributions to employee saving schemes and administrative expenses (excluding charges and relevant taxes)**	56.1
959.9	967.6	"Social security contributions"	978.3
297.0	320.2	"Tax expenses"	313.6
244.5	247.7	"Incentive plans and profit-sharing" (payment with respect to the previous year)	249.2
38,326	38,252	Average monthly headcount in metropolitan France (Including Monte Carlo)	37,735
58,120	59,878	Wages and salaries, average per employee in € ("Wages and Salaries" / Average monthly headcount)	61,455
64,501	66,354	Average employee remuneration (income) in € (including incentive plans, profit-sharing)	68,060
32,798	33,670	Average employer's contributions per employee in €	34,237
33.7	32.9	Ratio of social security charges and tax expenses and total personnel costs	33.5
21.9	22.0	Aggregate employer's contributions (Total personnel costs / Added Value)	35.6

*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)

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
2,004	1,854	1,917	2,032	1,840	1,913	B-C	1,906	1,841	1,873
2,093	2,116	2,107	2,091	2,095	2,093	D	2,096	2,107	2,102
2,357	2,355	2,356	2,330	2,349	2,344	E	2,339	2,362	2,356
2,521	2,527	2,525	2,501	2,516	2,512	F	2,519	2,535	2,531
2,844	2,844	2,844	2,820	2,830	2,827	G	2,815	2,843	2,835
2,531	2,540	2,538	2,518	2,544	2,536	Technical staff	2,528	2,576	2,562
3,272	3,258	3,264	3,273	3,255	3,263	H	3,317	3,287	3,299
4,129	4,041	4,088	4,139	4,040	4,092	I	4,195	4,088	4,143
5,050	4,930	4,999	5,062	4,920	5,000	J	5,163	4,983	5,084
6,245	6,032	6,193	6,280	6,056	6,192	K	6,440	6,161	6,330
9,231	8,367	8,922	9,211	8,431	8,927	HC	9,417	8,580	9,109
4,802	4,229	4,524	4,848	4,259	4,559	Executive staff	4,970	4,345	4,661
4,278	3,458	3,810	4,337	3,516	3,868	TOTAL	4,469	3,619	3,985

213 | BREAKDOWN OF ANNUAL COMPENSATION

GROSS SALARY (In Euros)

2016	2017		2018
23,435	23,799	99% of employees earned at least	23,933
27,686	28,009	95% of employees earned at least	28,642
30,046	30,483	90% of employees earned at least	31,165
31,828	32,334	85% of employees earned at least	33,121
33,465	34,198	80% of employees earned at least	35,047
35,193	36,047	75% of employees earned at least	37,062
37,155	37,991	70% of employees earned at least	39,190
39,242	40,049	65% of employees earned at least	41,279
41,238	42,025	60% of employees earned at least	43,404
43,548	44,185	55% of employees earned at least	45,712
45,996	46,647	50% of employees earned at least	48,230
48,580	49,168	45% of employees earned at least	50,945
51,304	51,982	40% of employees earned at least	53,863
54,279	55,081	35% of employees earned at least	57,012
57,742	58,563	30% of employees earned at least	60,617
61,938	62,900	25% of employees earned at least	65,363
67,733	68,745	20% of employees earned at least	71,514
75,647	76,634	15% of employees earned at least	79,661
88,481	90,411	10% of employees earned at least	94,409
119,391	122,404	5% of employees earned at least	128,290
239,160	248,127	1% of employees earned at least	251,317
4.31	4.37	Ratio of the 5% and 95%	4.5
8.64	8.86	Ratio of the 1% et 95%	8.8

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

2018								
Male					Female			
Average age	1st decile	Median	9th decile	Level	Average age	1st decile	Median	9th decile
45	23,511	26,961	34,630	C	37	20,946	22,587	28,568
33	23,881	27,295	30,829	D	33	23,829	26,829	30,331
40	26,207	29,704	34,295	E	40	25,607	29,673	33,476
41	29,047	32,583	37,001	F	41	27,810	32,296	36,427
46	32,563	36,622	41,712	G	46	31,275	36,236	41,524
42	27,479	33,203	39,629	Technical staff	42	27,036	33,020	39,193
40	38,108	44,363	53,066	H	40	35,893	42,942	50,817
44	48,198	55,890	66,648	I	43	44,985	53,330	62,836
47	59,198	69,418	85,336	J	45	55,771	66,102	80,072
49	74,833	90,314	132,227	K	48	71,594	84,339	110,707
52	101,858	146,837	304,585	HC	51	96,541	131,615	230,666
45	42,220	60,271	123,222	Executive staff	43	38,972	51,941	92,257

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

2016	2017	2018
5.5	5.6	5.7

222 | TOTAL OF THE TEN HIGHEST PAY PACKAGES

2016	2017	2018
19,674,959	22,612,493	23,187,582

24 | RELATED EXPENSES

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

2016	2017	2018
38.04	39.94	42.93

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)

2016	2017	2018
103.80	104.80	99.7

261 | INCENTIVE SCHEMES

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

2016	2017	2018
123.30	123.80	116.5

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

2016		2017			2018	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
2,090	2,090	2,041	2,041	Minimum share	1,947	1,947
3,975	5,748	3,482	5,612	Maximum share	4,156	5,354
2,095	2,974	2,047	2,981	Average amount	1,951	2,839

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)

2016		2017			2018	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
2,575	2,575	2,506	2,506	Minimum share	2,368	2,368
4,620	6,635	4,040	6,451	Maximum share	3,225	6,090
2,579	3,505	2,509	3,496	Average amount	2,370	3,297

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 %)

2016	2017	2018
2.12	1.86	1.93

Including voluntary payments

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

2016	2017	2018
59.87	65.59	69.77

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
18	105	123	28	127	155	22	114	136
35	74	109	43	93	136	29	76	105
53	179	232	71	220	291	51	190	241

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
785	4,020	4,805	461	3,395	3,856	1,394	4,470	5,864
919	2,196	3,115	1,891	2,504	4,395	1,883	1,974	3,857
1,704	6,216	7,920	2,352	5,899	8,251	3,277	6,444	9,721

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
1	4	5	3	10	13	3	5	8

314 | NUMBER OF FATAL ACCIDENTS PER GENDER

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	0	0	1	1	2	0	0	0
0	1	1	0	0	0	0	0	0

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
93	237	330	152	434	586	56	165	221

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
1	2	3	3	4	7	8	8	16

32 | BREAKDOWN OF ACCIDENTS BY MATERIAL ASPECT

321 | NUMBER OF ACCIDENTS INVOLVING SERIOUS RISKS

Codes 32 to 40:

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
1	3	4	0	0	0	0	0	0

322 | NUMBER OF ACCIDENTS INVOLVING FALLS FROM HEIGHTS

Code 02:

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
12	45	57	7	43	50	9	46	55

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

Codes 09 to 30:

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	0	0	1	1	2	0	0	0

324 | NUMBER OF ACCIDENTS INVOLVING HANDLING, TRANSFER OR STORAGE

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
7	23	30	9	40	49	16	42	58

325 | NUMBER OF ACCIDENTS CAUSED BY ACCIDENTAL MOVEMENT OF OBJECTS

Code 05:

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
5	10	15	4	7	11	1	9	10

326 | OTHER CASES OF ACCIDENTS

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
28	98	126	50	129	179	25	93	118
1	1	2	0	0	0	1	7	8
TOTAL						25	93	118
including declarations following bank robberies						1	7	8

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
8,621	12,724	21,345	9,088	13,344	22,432	12,775	17,931	30,706

352 | EXPENDITURE ON SAFETY (in millions of Euros)

2016	2017	2018
51.54	42.60	50.84



- 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

2016	2017	2018
11	5	8

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

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
10,774	9,301	20,075	11,012	9,823	20,835	11,301	10,187	21,488

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

2016			2017			2018			
Male	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes	Total	
1,740	5,045	6,785	1,646	4,741	6,387	Technical staff	1,441	4,345	5,786
500	940	1,440	465	946	1,411	Executive staff	440	940	1,380
2,240	5,985	8,225	2,111	5,687	7,798	TOTAL	1,881	5,285	7,166

414 | NUMBER OF EMPLOYEES WORKING PART-TIME

90%									
2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
8	234	242	5	278	283	Technical staff	6	269	275
6	182	188	8	195	203	Executive staff	7	217	224
14	416	430	13	473	486	TOTAL	13	486	499

80%									
2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
74	1,772	1,846	65	1,646	1,711	Technical staff	53	1,608	1,661
88	1,109	1,197	73	1,092	1,165	Executive staff	77	1,106	1,183
162	2,881	3,043	138	2,738	2,876	TOTAL	130	2,714	2,844

60%									
2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
18	167	185	14	169	183	Technical staff	7	164	171
10	82	92	13	80	93	Executive staff	16	74	90
28	249	277	27	249	276	TOTAL	23	238	261

50%									
2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
77	395	472	73	369	442	Technical staff	72	351	423
38	103	141	32	107	139	Executive staff	35	118	153
115	498	613	105	476	581	TOTAL	107	469	576

MISCELLANEOUS									
2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
11	93	104	14	98	112	Technical staff	11	85	96
21	22	43	20	29	49	Executive staff	17	32	49
32	115	147	34	127	161	TOTAL	28	117	145

TOTAL PART-TIME									
2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
188	2,661	2,849	171	2,560	2,731	Technical staff	149	2,477	2,626
163	1,498	1,661	146	1,503	1,649	Executive staff	152	1,547	1,699
351	4,159	4,510	317	4,063	4,380	TOTAL	301	4,024	4,325

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3.8	22.0	16.6	3.6	22.4	16.8	Technical staff	3.4	23.3	17.4
1.2	11.8	6.4	1.1	11.5	6.3	Executive staff	1.1	11.6	6.3
1.9	16.8	10.5	1.8	16.6	10.3	TOTAL	1.7	16.8	10.3

414-A | NUMBER OF EMPLOYEES WORKING FULL-TIME

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,816	9,454	14,270	4,634	8,880	13,514	Technical staff	4,287	8,161	12,448
13,108	11,192	24,300	13,137	11,576	24,713	Executive staff	13,275	11,835	25,110
17,924	20,646	38,570	17,771	20,456	38,227	TOTAL	17,562	19,996	37,558

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
43	380	423	34	315	349	Technical staff	43	375	418
53	219	272	40	170	210	Executive staff	49	242	291
96	599	695	74	485	559	TOTAL	92	617	709

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
19	250	269	21	184	205	Technical staff	19	219	238
31	181	212	24	132	156	Executive staff	24	167	191
50	431	481	45	316	361	TOTAL	43	386	429

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

2016	2017		2018
8	9	Mondays Off	9
5	5	Saturdays Off	7

42 | ORGANIZATION OF WORKING HOURS

421 | NUMBER OF EMPLOYEES ON FLEXIBLE WORKING HOURS

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
438	606	1,044	404	737	1,141	508	845	1,353
150	156	306	153	178	331	101	267	368
588	762	1,350	557	915	1,472	609	1,112	1,721

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

421-A | NUMBER OF EMPLOYEES WORKING NIGHTS

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
123	181	304	169	225	394	237	167	404
13	6	19	13	8	21	6	3	9
136	187	323	182	233	415	243	170	413

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)

2016	2017	2018
87.22	94.40	74.23

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

2016	2017		2018
4.64	4.65	As % of payroll	4.75

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

2016	2017		2018
105.50	109.20	Expenditure on training	113.30

513 | NUMBER OF STAFF TRAINED

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,197	10,756	14,953	4,281	10,606	14,887	Technical staff	4,169	10,172	14,341
13,102	12,247	25,349	13,677	13,010	26,687	Executive staff	14,077	13,566	27,643
17,299	23,003	40,302	17,958	23,616	41,574	TOTAL	18,246	23,738	41,984

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

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

2017				2018		
Male	Female	Total		Male	Female	Total
169	248	417	Technical staff	219	282	501
9	10	19	Executive staff	21	28	49
178	258	436	TOTAL	240	310	550

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

2017				2018		
Male	Female	Total		Male	Female	Total
165	243	408	Technical staff	217	272	489
9	6	15	Executive staff	11	17	28
174	249	423	TOTAL	228	289	517

514 | NUMBER OF TRAINING HOURS BY LEVEL

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
121,040	278,676	399,716	113,314	266,943	380,256	Technical staff	105,266	259,106	364,373
354,987	362,962	717,949	359,534	384,140	743,673	Executive staff	383,533	389,435	772,968
476,027	641,638	1,117,665	472,848	651,082	1,123,930	TOTAL	488,799	648,542	1,137,341

515-1 | NEW LEARNING AREAS AND CATEGORIES

	2016		2017		2018	
	Number of hours	Number of training sessions	Number of hours	Number of training sessions	Number of hours	Number of training sessions
CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES						
Quality	4,134	999	27,941	42,721	6,614	8,590
Group Knowledge and Induction	59,437	6,552	44,109	8,694	33,094	22,115
Strategy and Ethics General Orientation	25,471	41,337	5,700	5,537	17,306	4,620
Security	36,591	23,854	26,677	26,281	44,736	67,412
Total	102,050	72,742	125,633	83,233	101,751	102,737
BUSINESS LINES TECHNICAL TRAINING						
Marketing and Sales Techniques	104,766	21,760	60,427	13,203	37,563	31,012
Banking Diplomas	1,577	105	1,066	60	1,012	82
Financial and Banking Products and Services	198,877	33,769	209,580	154,033	142,584	113,118
Financial Products and Services	271	134	-	-	121	14
Securities Services	128	94	440	108	347	100
Insurance	8,201	2,046	19,823	12,719	175,252	46,596
Corporate Finance	12,637	2,005	2,080	442	739	193
Credit and Finance	66,229	9,417	126,755	179,771	119,093	235,955
Advisory Service - Wealth Management	104,791	13,739	72,877	14,892	54,515	11,467
Asset Management	1,711	268	3,048	1,458	1,392	3,148
Real Estate	46,421	5,042	26,028	13,946	10,598	7,192
Capital Markets	3,587	318	3,160	807	1,957	463
Total	549,195	88,697	525,283	391,439	545,172	449,340
BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING						
Legal and Tax Affairs	13,168	4,050	11,679	3,572	41,929	72,505
Human Resources	9,900	1,874	8,741	2,869	8,142	2,062
IT	21,156	3,760	30,002	29,706	31,508	3,989
Back Offices	697	827	3,985	10,658	2,290	1,498
Accounting, Finance and Management Control	9,108	3,072	8,613	1,918	7,343	3,023
Procurement and Logistics	1,004	72	652	66	803	130
Internal Audit and Control	15,665	1,478	15,908	1,664	15,847	1,384
Communications	1,733	524	3,340	626	4,792	884
Social and Environmental Responsibility	575	962	1,795	3,151	1,281	1,599
Total	73,006	16,619	84,714	54,230	113,937	87,074
RISKS						
Non-compliance risks / Reputational risk	969	133	286	365	163	455
Non-compliance risks / Anti-money-laundering measures	33,307	40,086	52,067	47,306	59,354	75,611
Non-compliance risks / Banking structure	699	234	417	894	175	305
Non-compliance risks / Corruption	169	302	160	184	3,136	9,339
Non-compliance risks / Conflict of interests	1,181	1,521	553	676	356	474
Non-compliance risks / Protection of data	222	295	927	1,809	329	654
Non-compliance risks / FATCA/AEOI	6,397	13,958	6,871	11,545	1,461	2,178
Non-compliance risks / General awareness-building	16,353	9,740	31,997	28,295	3,725	2,034
Non-compliance risks / Know your customer (KYC)	20,295	26,756	4,475	6,575	15,326	22,475
Non-compliance risks / Markets	13,184	17,908	2,269	2,936	6,057	20,894
Non-compliance risks / Professional ethics	1,031	1,684	588	577	1,432	2,752
Non-compliance risks / Protection of the customer's interests (PCI)	1,327	2,590	5,572	7,612	12,691	19,730
Non-compliance risks / Sanctions and embargoes	23,780	40,207	52,543	39,417	22,421	26,767
Non-compliance risks / Specific issues	6,609	14,124	3,250	2,236	8,256	11,362
Non-compliance risks / Cross-functional financial security	967	93	315	111	2,255	575
Credit risk and counterparty risk	8,326	1,133	11,350	1,147	9,885	856
Insurance risk	71	8	162	10	10	2
Market risk and liquidity risk	1,058	151	912	169	963	3,120
Operational risk and permanent control	4,134	2,302	1,469	1,078	2,880	949
Fundamental principles of risk management	27,751	10,549	13,342	9,989	4,715	2,276
Total	167,828	183,774	189,525	162,931	155,601	202,808

	2016		2017		2018	
	Number of hours	Number of training sessions	Number of hours	Number of training sessions	Number of hours	Number of training sessions
INDIVIDUAL COMPETENCIES						
Personal Development	54,039	9,676	73,778	25,003	75,729	36,177
Project Management and Organization	12,008	1,116	12,041	1,723	13,570	1,896
Languages	50,658	4,397	32,097	3,502	20,067	2,386
Career Support	4,613	341	7,091	505	6,489	565
IT Tools and NTIC	12,944	3,720	13,854	5,657	9,064	2,571
First Aid	7,260	847	8,009	806	6,078	703
Total	141,522	20,097	146,868	37,196	130,966	44,298
MANAGEMENT						
Leadership	8,776	851	,6,529	,550	15,658	3,091
Performance Management	8,253	2,532	,5,701	,1,123	5,888	3,159
Team Management	29,416	6,047	,34,700	,5,748	35,908	9,328
Management Values and Principles	8,833	862	,5,892	,1,617	4,862	1,054
Total	55,277	10,292	52,822	9,038	62,315	16,632
DIGITAL						
Gamification and Technological Vigil	14	1	-	-	2,369	798
Digital Branding et Communication online	28	2	-	-	10,376	20,440
User Experience	3,507	586	7,004	14,901	1,147	621
Social Media	1,417	1,582	1,417	1,657	375	296
Marketing on line	14	1	197	90	0	0
IT & Process	122	8	5,351	662	6,854	1,020
Web analytics & Data	91	3	1,689	96	779	69
Sales and E-Business	10	2	4,514	1,722	1	1
Agile Methodology & DevOps	0	0	0	0	1,893	203
Artificial Intelligence & Intelligent Automation	0	0	0	0	21	6
Digital Transformation Management	0	0	0	0	842	33
Block Chain	0	0	0	0	167	167
Cybersecurity	0	0	0	0	525	106
New ways of working tools	0	0	0	0	2,219	840
Total	5,202	2,185	20,172	19,128	27,568	24,600
MISCELLANEOUS						
Miscellaneous	-	-	119	47	-	-
Total	-	-	-	-	-	-
TOTAL	1,117,665	394,406	1,123,930	757,242	1,137,341	927,489

515-2 | NUMBER OF HOURS BY TYPE OF TRAINING

2016	2017		2018
849,848	779,773	Classroom training sessions	724,752
115,151	77,895	On-the-job training	61,728
152,666	266,260	Open distance learning	350,861
1,117,665	1,123,930	Total	1,137,341

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	4	3	7	20	4	24	31
2017 requests accepted by management	9	5	14	27	20	47	61
Requests refused by management	0	0	0	0	0	0	0
ITL and ITL requests abandoned during the year	2	2	4	8	5	13	17
ITL completed in 2017	5	2	7	15	4	19	26
On-going ITL at Jan. 1st, 2018	6	4	10	24	15	39	49

53 | WORK-STUDY CONTRACTS

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

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
483	523	1,006	488	519	1,007	Apprenticeship	477	437	914
407	525	932	460	556	1,016	Other work-study contracts	394	509	903
890	1,048	1,938	948	1,075	2,023	TOTAL	871	946	1,817

6 | PROFESSIONAL RELATIONS



61 – EMPLOYEE REPRESENTATIVES

62 – EMPLOYEE COMMUNICATIONS

63 – DISPUTES

61 | EMPLOYEE REPRESENTATIVES

611 | PARTICIPATION IN EMPLOYEE REPRESENTATIVE ELECTIONS

2016			2017			Body of electors	2018		
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 2016-2017-2018.

611 | PARTICIPATION AUX ÉLECTIONS DES COMITÉS D'ÉTABLISSEMENT

2016			2017			Body of electors	2018		
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 2016-2017-2018.

612 | TOTAL NUMBER OF HOURS ALLOWED FOR EMPLOYEE REPRESENTATION ACTIVITIES

As and when regions were set up in 2018, the local Employee Representation bodies and Health & Safety Committees were grouped into regions (see the agreement dated January 18, 2018)

Overall, the total number of hours authorized in all the different bodies amounted to approximately 497,078 hours in 2018, including committee meetings or meetings with management.

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

2016	2017		2018
1 241	1 167	Staff Representatives	837
710	680	CHSCT	434
135	118	Works Councils	133
72	41	Specialized Committees	54
125	105	Union Delegates	33

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**

- January 29, 2018: Amendment to the BNP Paribas Group Agreement dated October 3, 2017 relative to the supplementary defined contribution pension plan

SOCIAL DIALOGUE AND EMPLOYEE REPRESENTATION BODIES

- February 18, 2018: Company-wide agreement recognizing the loss of 'separate institutions' status and transitional provisions pending the forthcoming professional elections of BNP Paribas SA
- July 20, 2018: Amendment No. 2 to the company-wide agreement dated March 15, 2013 on the social dialogue and the employee representative bodies of BNP Paribas SA for the term of office running from 2013 to 2017
- July 20, 2018: Agreement on the extension of the terms of office of the employee representatives in the entities, the members of the Central Works Council, and the employee representatives of the Health & Safety Committees of BNP Paribas SA
- July 20, 2018: Amendment to the company-wide agreement dated September 21, 2016 establishing exceptional and transitional replacement rules during the term-of-office extension period provided for in the agreements dated December 21, 2016 and July 20, 2018
- December 3, 2018: Agreement on the provisions relating to the social and cultural activities of the Works Councils in the light of the forthcoming staff elections and the setting up of Social & Economic Committees (SECs) within BNP Paribas SA
- December 19, 2018: Agreement on the social dialogue and employee representative bodies of BNP Paribas SA for the 2019-2023 term of office resulting from the setting up of Social & Economic Committees

STAFF ELECTIONS

- March 15, 2018: Company-wide agreement relative to BNP Paribas SA's entities for the forthcoming staff elections of representatives to the Social & Economic Committees (SECs)
- March 15, 2018: Company-wide agreement on the terms and conditions governing the organization of the forthcoming staff elections by electronic voting of employee representatives to the SECs of BNP Paribas SA
- November 19, 2018: Company-wide agreement on the composition of the delegation of employee representatives to the Central Social & Economic Committee
- November 19, 2018: Company-wide agreement on the number of electoral colleges and their membership
- December 5, 2018: Agreement on the terms and conditions governing the organization of the forthcoming staff elections by electronic voting of employee representatives to the Enterprise Social & Economic Committees of BNP Paribas SA

HARASSMENT AND VIOLENCE AT WORK

- April 30, 2018: Amendment to the company-wide agreement dated July 1, 2014 on moral or sexual harassment, sexist behavior and violence at work

TELECOMMUTING

- February 1, 2018: Amendment to the company-wide agreement dated June 29, 2016 on the continuation and extension of experiments related to telecommuting and on the testing of occasional telecommuting at BNP Paribas SA

OTHER

- September 18, 2018: Worldwide agreement on Fundamental Rights and the Worldwide Social Foundation of BNP Paribas

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

2016	2017	2018
181	165	113

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.

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).

2016			2017			2018		
Male	Female	Total	Male	Female	Total	Male	Female	Total
2,638	7,717	10,355	1,912	5,372	7,284	2,453	6,914	9,367
9,256	9,227	18,483	10,798	10,475	21,273	9,528	9,676	19,204
11,894	16,944	28,838	12,710	15,847	28,557	11,981	16,590	28,571
						TOTAL		

63 | DISPUTES

2016	2017		2018
631 - Number of appeals to extrajudicial arbitration systems			
3	5	to the Bank's "appeal formation" Joint Commission	10
17	15	to the Joint Commission for Disciplinary Action	12
74	63	632 - Number of legal proceedings	89
1	4	633 - Number of formal notices and reports received from the Labour inspectorate	2

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)

2016	2017		2018
11.84	12.11	Restaurants	12.65
9.42	9.85	Commuting	10.33
1.32	1.72	Medical expenses (Paris and the Provinces)	1.93
7.43	7.39	Family benefits	8.01
1.10	0.97	Miscellaneous benefits	0.79
31.11	32.04	TOTAL	33.71

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

2016	2017		2018
32.28	31.91	Contribution to midday meal expenses	30.98
Family welfare			
4.20	4.30	Contribution to childminding fees	4.10
0.07	0.07	Miscellaneous aid	0.07
4.27	4.37	TOTAL	4.17
Leisure activities			
17.90	18.00	Summer camp and contribution to employees' holidays	18.35
2.37	2.37	A.S.C	2.37
0.07	0.07	Miscellaneous	0.13
20.34	20.44	TOTAL	20.85
13.93	14.06	Locally based activities	14.11
Miscellaneous			
1.63	1.72	Administrative costs	1.48
1.00	1.00	Investments	0.60
2.63	2.72	TOTAL	2.08
73.45	73.50	GRAND TOTAL	72.19

Estimate of spending for the reference year.

712 | TOTAL WELFARE BUDGET (in millions of Euros)

2016	2017		2018
31.11	32.04	Budget allocated by Senior Management	34.37
73.45	73.50	Budget allocated to the Central Works Council*	72.19
104.56	105.54	TOTAL	106.56

* 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 2018, the employer's contribution amounted to € 15.3 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 2018 financial year, the employer's contribution amounted to € 19,98 millions.

PERE BNP PARIBAS CONTRACT

By a company agreement, BNP Paribas SA has introduced a new defined contribution supplementary pension plan with effect from 1 January 2018, the insurer of which is CARDIF: PER ENTREPRISES BNP PARIBAS. All employees with one year of seniority benefit from this retirement contract.

It is funded by the company's contributions of 1.3% of the A tranche and 1% of the B tranche, and by employee contributions of 0.3% of the B tranche. have the possibility to supplement these compulsory contributions with voluntary payments.

In 2018, payments made by the company amounted to € 24.97 millions.

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BNP PARIBAS

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world