

# SOCIAL REPORT 2019

## BNP PARIBAS SA



GROUP HUMAN RESOURCES



**BNP PARIBAS**

The bank  
for a changing  
world



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

## 11 | HEADCOUNTS

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 31<sup>st</sup> (one for one)

2017			2018			2019			
Male	Female	Total	Male	Female	Total	Male	Female	Total	
16,728	22,241	38,969	16,580	21,852	38,432	111-A - Paid headcount*	16,066	21,324	37,390
412	1,202	1,614	412	1,222	1,634	Unpaid absentees	407	1,183	1,590
948	1,075	2,023	871	946	1,817	Work-study contracts	969	989	1,958
<b>18,088</b>	<b>24,518</b>	<b>42,606</b>	<b>17,863</b>	<b>24,020</b>	<b>41,883</b>	<b>111-B - Total headcount</b>	<b>17,442</b>	<b>23,496</b>	<b>40,938</b>
504	436	940	500	459	959	On secondment in France	498	470	968
432	119	551	399	124	523	On secondment outside France	378	104	482
<b>19,024</b>	<b>25,073</b>	<b>44,097</b>	<b>18,762</b>	<b>24,603</b>	<b>43,365</b>	<b>111-C - Total headcount including employees on secondment</b>	<b>18,318</b>	<b>24,070</b>	<b>42,388</b>

\* Including 50 employees received on secondment in 2017, 53 employees received on secondment in 2018 and 59 employees received on secondment in 2019.

**111-B | TOTAL HEADCOUNT AS AT DECEMBER 31<sup>st</sup> PER CATEGORY (one for one)**

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
4,805	11,440	16,245	4,436	10,638	15,074	4,123	9,887	14,010
13,283	13,078	26,361	13,427	13,382	26,809	13,319	13,609	26,928
<b>18,088</b>	<b>24,518</b>	<b>42,606</b>	<b>17,863</b>	<b>24,020</b>	<b>41,883</b>	<b>17,442</b>	<b>23,496</b>	<b>40,938</b>
TOTAL								

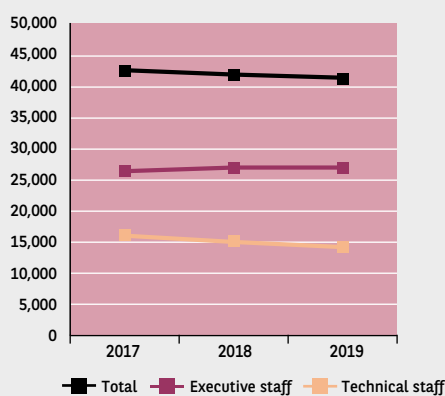
**111-B | BREAKDOWN OF TOTAL HEADCOUNT PER CATEGORY**

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
29.6	70.4	100.0	29.4	70.6	100.0	29.4	70.6	100.0
50.4	49.6	100.0	50.1	49.9	100.0	49.5	50.5	100.0
<b>42.5</b>	<b>57.5</b>	<b>100.0</b>	<b>42.6</b>	<b>57.4</b>	<b>100.0</b>	<b>42.6</b>	<b>57.4</b>	<b>100.0</b>
% TOTAL								

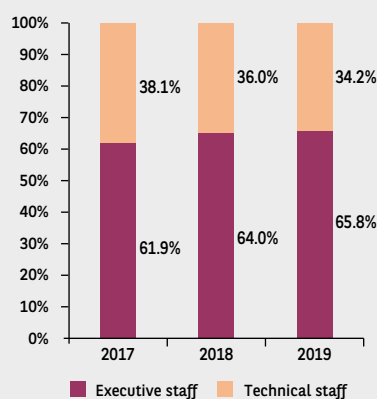
**111-B | BREAKDOWN OF TOTAL HEADCOUNT BY GENDER**

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
26.6	46.7	38.1	24.8	44.3	36.0	23.6	42.1	34.2
73.4	53.3	61.9	75.2	55.7	64.0	76.4	57.9	65.8
<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>
% TOTAL								

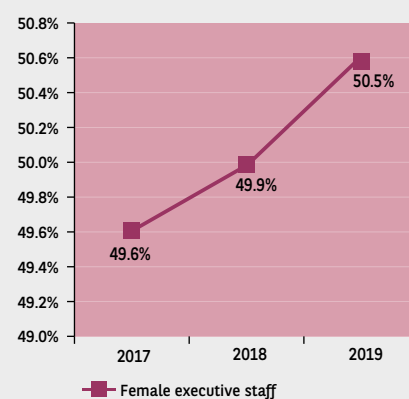
Change in headcount



Change in headcount (as a %)



Change in female executive staff (as a %)

**111-BIS | TOTAL HEADCOUNT AS AT DECEMBER 31<sup>st</sup> PER CATEGORY (FTE)**

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
4,741	10,774	15,515	4,380	9,998	14,378	4,067	9,283	13,350
13,237	12,740	25,977	13,378	13,034	26,411	13,274	13,246	26,520
<b>17,978</b>	<b>23,514</b>	<b>41,491</b>	<b>17,757</b>	<b>23,032</b>	<b>40,789</b>	<b>17,341</b>	<b>22,529</b>	<b>39,870</b>
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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
3,342	7,101	10,443	2,965	6,355	9,320	2,576	5,683	8,259
12,246	10,697	22,943	12,132	10,802	22,934	12,279	11,071	23,350
15,588	17,798	33,386	15,097	17,157	32,254	14,855	16,754	31,609
						TOTAL		

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

113 | NUMBER OF EMPLOYEES WITH A FIXED-TERM CONTRACT AS AT DECEMBER 31<sup>st</sup> (one for one)

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Paid headcount</b>								
172	286	458	333	491	824	202	354	556
61	88	149	75	105	180	71	95	166
233	374	607	408	596	1,004	273	449	722
<b>Unpaid absentees</b>								
0	2	2	4	15	19	6	8	14
0	0	0	0	1	1	1	2	3
0	2	2	4	16	20	7	10	17
<b>Apprenticeship*</b>								
488	519	1,007	471	437	908	554	516	1,070
0	0	0	6	0	6	4	0	4
488	519	1,007	477	437	914	558	516	1,074
<b>Other work-study contracts</b>								
460	556	1,016	394	509	903	411	473	884
0	0	0	0	0	0	0	0	0
460	556	1,016	394	509	903	411	473	884
<b>TOTAL</b>								
1,007	1,163	2,170	1,202	1,452	2,654	1,173	1,351	2,524
172	288	460	81	106	187	76	97	173
1,179	1,451	2,630	1,283	1,558	2,841	1,249	1,448	2,697

\* Including 4 Industrial Training & Research Agreement (CIFRE) contracts in 2019.

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

2017		2018		2019	
16,566		15,564		14,533	
26,089		26,524		26,885	
42,655		42,088		41,418	
		TOTAL			

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

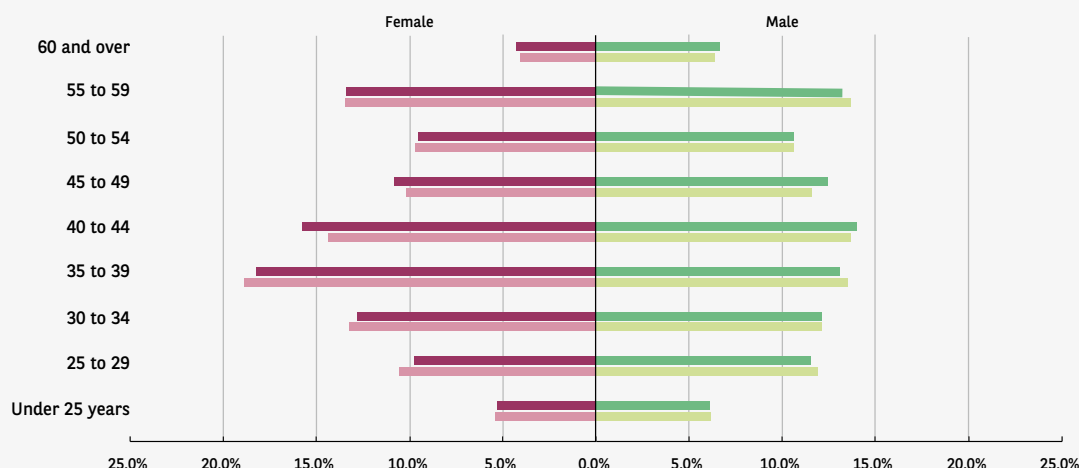
115/116 | BREAKDOWN OF TOTAL HEADCOUNT BY GENDER AND BY AGE AS AT DECEMBER 31<sup>st</sup> (one for one)

2017						2018						2019						
M	%	F	%	Total	%	M	%	F	%	Total	%	M	%	F	%	Total	%	
<b>UNDER 25</b>																		
944	19.6	1,245	10.9	<b>2,189</b>	<b>13.5</b>	917	20.7	1,116	10.5	<b>2,033</b>	<b>13.5</b>	Technical staff	905	22.0	1,047	10.6	<b>1,952</b>	<b>13.9</b>
151	1.3	209	1.6	<b>360</b>	<b>1.4</b>	190	1.4	185	1.4	<b>375</b>	<b>1.4</b>	Executive staff	161	1.2	191	1.4	<b>352</b>	<b>1.3</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>1,107</b>	<b>6.2</b>	<b>1,301</b>	<b>5.4</b>	<b>2,408</b>	<b>5.7</b>	<b>TOTAL</b>	<b>1,066</b>	<b>6.1</b>	<b>1,238</b>	<b>5.3</b>	<b>2,304</b>	<b>5.6</b>
<b>25 TO 29 YEARS</b>																		
919	19.1	1,446	12.6	<b>2,365</b>	<b>14.6</b>	849	19.1	1,302	12.2	<b>2,151</b>	<b>14.3</b>	Technical staff	758	18.4	1,121	11.3	<b>1,879</b>	<b>13.4</b>
1,247	9.4	1,206	9.2	<b>2,453</b>	<b>9.3</b>	1,286	9.6	1,217	9.1	<b>2,503</b>	<b>9.3</b>	Executive staff	1,261	9.5	1,169	8.6	<b>2,430</b>	<b>9.0</b>
<b>2,166</b>	<b>12.0</b>	<b>2,652</b>	<b>10.8</b>	<b>4,818</b>	<b>11.3</b>	<b>2,135</b>	<b>12.0</b>	<b>2,519</b>	<b>10.5</b>	<b>4,654</b>	<b>11.1</b>	<b>TOTAL</b>	<b>2,019</b>	<b>11.6</b>	<b>2,290</b>	<b>9.7</b>	<b>4,309</b>	<b>10.5</b>
<b>30 TO 34 YEARS</b>																		
633	13.2	1,639	14.3	<b>2,272</b>	<b>14.0</b>	623	14.0	1,461	13.7	<b>2,084</b>	<b>13.8</b>	Technical staff	589	14.3	1,348	13.6	<b>1,937</b>	<b>13.8</b>
1,566	11.8	1,816	13.9	<b>3,382</b>	<b>12.8</b>	1,538	11.5	1,721	12.9	<b>3,259</b>	<b>12.2</b>	Executive staff	1,520	11.4	1,665	12.2	<b>3,185</b>	<b>11.8</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>2,161</b>	<b>12.1</b>	<b>3,182</b>	<b>13.2</b>	<b>5,343</b>	<b>12.8</b>	<b>TOTAL</b>	<b>2,109</b>	<b>12.1</b>	<b>3,013</b>	<b>12.8</b>	<b>5,122</b>	<b>12.5</b>
<b>35 TO 39 YEARS</b>																		
481	10.0	2,005	17.5	<b>2,486</b>	<b>15.3</b>	445	10.0	1,936	18.2	<b>2,381</b>	<b>15.8</b>	Technical staff	407	9.9	1,765	17.9	<b>2,172</b>	<b>15.5</b>
2,014	15.2	2,571	19.7	<b>4,585</b>	<b>17.4</b>	1,972	14.7	2,609	19.5	<b>4,581</b>	<b>17.1</b>	Executive staff	1,889	14.2	2,523	18.5	<b>4,412</b>	<b>16.4</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>2,417</b>	<b>13.5</b>	<b>4,545</b>	<b>18.9</b>	<b>6,962</b>	<b>16.6</b>	<b>TOTAL</b>	<b>2,296</b>	<b>13.2</b>	<b>4,288</b>	<b>18.2</b>	<b>6,584</b>	<b>16.1</b>
<b>40 TO 44 YEARS</b>																		
254	5.3	975	8.5	<b>1,229</b>	<b>7.6</b>	262	5.9	1,086	10.2	<b>1,348</b>	<b>8.9</b>	Technical staff	291	7.1	1,205	12.2	<b>1,496</b>	<b>10.7</b>
2,192	16.5	2,268	17.3	<b>4,460</b>	<b>16.9</b>	2,199	16.4	2,376	17.8	<b>4,575</b>	<b>17.1</b>	Executive staff	2,158	16.2	2,501	18.4	<b>4,659</b>	<b>17.3</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>2,461</b>	<b>13.8</b>	<b>3,462</b>	<b>14.4</b>	<b>5,923</b>	<b>14.1</b>	<b>TOTAL</b>	<b>2,449</b>	<b>14.0</b>	<b>3,706</b>	<b>15.8</b>	<b>6,155</b>	<b>15.0</b>
<b>45 TO 49 YEARS</b>																		
172	3.6	736	6.4	<b>908</b>	<b>5.6</b>	157	3.5	687	6.5	<b>844</b>	<b>5.6</b>	Technical staff	143	3.5	627	6.3	<b>770</b>	<b>5.5</b>
1,731	13.0	1,586	12.1	<b>3,317</b>	<b>12.6</b>	1,911	14.2	1,767	13.2	<b>3,678</b>	<b>13.7</b>	Executive staff	2,033	15.3	1,931	14.2	<b>3,964</b>	<b>14.7</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>2,068</b>	<b>11.6</b>	<b>2,454</b>	<b>10.2</b>	<b>4,522</b>	<b>10.8</b>	<b>TOTAL</b>	<b>2,176</b>	<b>12.5</b>	<b>2,558</b>	<b>10.9</b>	<b>4,734</b>	<b>11.6</b>
<b>50 TO 54 YEARS</b>																		
309	6.4	1,100	9.6	<b>1,409</b>	<b>8.7</b>	255	5.7	867	6.5	<b>1,122</b>	<b>7.4</b>	Technical staff	229	5.6	749	7.6	<b>978</b>	<b>7.0</b>
1,669	12.6	1,566	12.0	<b>3,235</b>	<b>12.3</b>	1,643	12.2	1,473	11.0	<b>3,116</b>	<b>11.6</b>	Executive staff	1,624	12.2	1,500	11.0	<b>3,124</b>	<b>11.6</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>1,898</b>	<b>10.6</b>	<b>2,340</b>	<b>9.7</b>	<b>4,238</b>	<b>10.1</b>	<b>TOTAL</b>	<b>1,853</b>	<b>10.6</b>	<b>2,249</b>	<b>9.6</b>	<b>4,102</b>	<b>10.0</b>
<b>55 TO 59 YEARS</b>																		
776	16.1	1,738	15.2	<b>2,514</b>	<b>15.5</b>	655	14.8	1,697	16.0	<b>2,352</b>	<b>15.6</b>	Technical staff	514	12.5	1,555	15.7	<b>2,069</b>	<b>14.8</b>
1,863	14.0	1,404	10.7	<b>3,267</b>	<b>12.4</b>	1,811	13.5	1,537	11.5	<b>3,348</b>	<b>12.5</b>	Executive staff	1,794	13.5	1,589	11.7	<b>3,383</b>	<b>12.6</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>2,466</b>	<b>13.8</b>	<b>3,234</b>	<b>13.5</b>	<b>5,700</b>	<b>13.6</b>	<b>TOTAL</b>	<b>2,308</b>	<b>13.2</b>	<b>3,144</b>	<b>13.4</b>	<b>5,452</b>	<b>13.3</b>
<b>60 and over</b>																		
317	6.6	556	4.9	<b>873</b>	<b>5.4</b>	273	6.2	486	4.6	<b>759</b>	<b>5.0</b>	Technical staff	287	7.0	470	4.8	<b>757</b>	<b>5.4</b>
850	6.4	452	3.5	<b>1,302</b>	<b>4.9</b>	877	6.5	497	3.7	<b>1,374</b>	<b>5.1</b>	Executive staff	879	6.6	540	4.0	<b>1,419</b>	<b>5.3</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>1,150</b>	<b>6.4</b>	<b>983</b>	<b>4.1</b>	<b>2,133</b>	<b>5.1</b>	<b>TOTAL</b>	<b>1,166</b>	<b>6.7</b>	<b>1,010</b>	<b>4.3</b>	<b>2,176</b>	<b>5.3</b>
<b>18,088</b>	<b>100</b>	<b>24,518</b>	<b>100</b>	<b>42,606</b>	<b>100</b>	<b>17,863</b>	<b>100</b>	<b>24,020</b>	<b>100</b>	<b>41,883</b>	<b>100</b>	<b>GLOBAL</b>	<b>17,442</b>	<b>100</b>	<b>23,496</b>	<b>100</b>	<b>40,938</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 2018-2019**

- 2019 Femmes
- 2019 Hommes
- 2018 Femmes
- 2018 Hommes

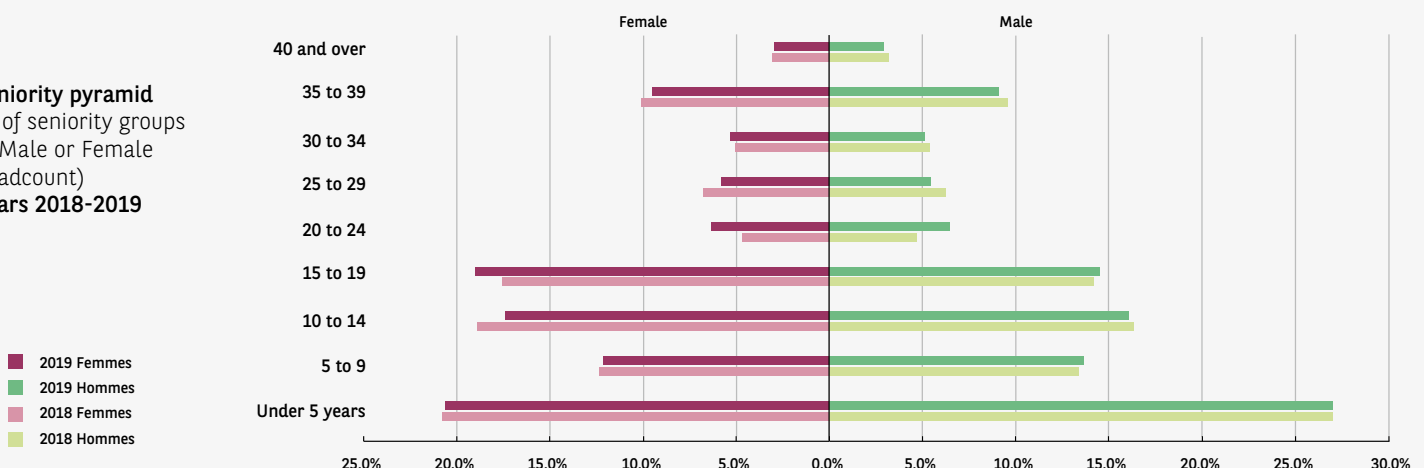


115/117 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY LENGTH OF SERVICE AS AT DECEMBER 31<sup>st</sup> (one for one)

2017						2018						2019						
H	%	F	%	Total	%	H	%	F	%	Total	%	H	%	F	%	Total	%	
<b>LESS THAN 5 YEARS</b>																		
2,000	41.6	2,634	23.0	<b>4,634</b>	<b>28.5</b>	1,921	43.3	2,471	23.2	<b>4,392</b>	<b>29.1</b>	Technical staff	1,810	43.9	2,267	22.9	<b>4,077</b>	<b>29.1</b>
2,534	19.1	2,281	17.4	<b>4,815</b>	<b>18.3</b>	2,904	21.6	2,542	19.0	<b>5,446</b>	<b>20.3</b>	Executive staff	2,909	21.8	2,604	19.1	<b>5,513</b>	<b>20.5</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>4,825</b>	<b>27.0</b>	<b>5,013</b>	<b>20.9</b>	<b>9,838</b>	<b>23.5</b>	<b>TOTAL</b>	<b>4,719</b>	<b>27.1</b>	<b>4,871</b>	<b>20.7</b>	<b>9,590</b>	<b>23.4</b>
<b>5 TO 9 YEARS</b>																		
610	12.7	1,638	14.3	<b>2,248</b>	<b>13.8</b>	604	13.6	1,449	13.6	<b>2,053</b>	<b>13.6</b>	Technical staff	580	14.1	1,344	13.6	<b>1,924</b>	<b>13.7</b>
2,098	15.8	1,765	13.5	<b>3,863</b>	<b>14.7</b>	1,783	13.3	1,528	11.4	<b>3,311</b>	<b>12.4</b>	Executive staff	1,795	13.5	1,531	11.2	<b>3,326</b>	<b>12.4</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>2,387</b>	<b>13.4</b>	<b>2,977</b>	<b>12.4</b>	<b>5,364</b>	<b>12.8</b>	<b>TOTAL</b>	<b>2,375</b>	<b>13.6</b>	<b>2,875</b>	<b>12.2</b>	<b>5,250</b>	<b>12.8</b>
<b>10 TO 14 YEARS</b>																		
470	9.8	1,968	17.2	<b>2,438</b>	<b>15.0</b>	427	9.6	1,756	16.5	<b>2,183</b>	<b>14.5</b>	Technical staff	398	9.7	1,519	15.4	<b>1,917</b>	<b>13.7</b>
2,350	17.7	2,779	21.2	<b>5,129</b>	<b>19.5</b>	2,487	18.5	2,813	21.0	<b>5,300</b>	<b>19.8</b>	Executive staff	2,400	18.0	2,578	18.9	<b>4,978</b>	<b>18.5</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>2,914</b>	<b>16.3</b>	<b>4,569</b>	<b>19.0</b>	<b>7,483</b>	<b>17.9</b>	<b>TOTAL</b>	<b>2,798</b>	<b>16.0</b>	<b>4,097</b>	<b>17.4</b>	<b>6,895</b>	<b>16.8</b>
<b>15 TO 19 YEARS</b>																		
280	5.8	1,428	12.5	<b>1,708</b>	<b>10.5</b>	287	6.5	1,581	14.9	<b>1,868</b>	<b>12.4</b>	Technical staff	296	7.2	1,655	16.7	<b>1,951</b>	<b>13.9</b>
2,285	17.2	2,574	19.7	<b>4,859</b>	<b>18.4</b>	2,257	16.8	2,659	19.9	<b>4,916</b>	<b>18.3</b>	Executive staff	2,231	16.8	2,835	20.8	<b>5,066</b>	<b>18.8</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>2,544</b>	<b>14.2</b>	<b>4,240</b>	<b>17.7</b>	<b>6,784</b>	<b>16.2</b>	<b>TOTAL</b>	<b>2,527</b>	<b>14.5</b>	<b>4,490</b>	<b>19.1</b>	<b>7,017</b>	<b>17.1</b>
<b>20 TO 24 YEARS</b>																		
67	1.4	263	2.3	<b>330</b>	<b>2.0</b>	53	1.2	277	2.6	<b>330</b>	<b>2.2</b>	Technical staff	77	1.9	395	4.0	<b>472</b>	<b>3.4</b>
619	4.7	686	5.2	<b>1,305</b>	<b>5.0</b>	794	5.9	850	6.4	<b>1,644</b>	<b>6.1</b>	Executive staff	1,040	7.8	1,128	8.3	<b>2,168</b>	<b>8.1</b>
<b>686</b>	<b>3.8</b>	<b>949</b>	<b>3.9</b>	<b>1,635</b>	<b>3.8</b>	<b>847</b>	<b>4.7</b>	<b>1,127</b>	<b>4.7</b>	<b>1,974</b>	<b>4.7</b>	<b>TOTAL</b>	<b>1,117</b>	<b>6.4</b>	<b>1,523</b>	<b>6.5</b>	<b>2,640</b>	<b>6.4</b>
<b>25 TO 29 YEARS</b>																		
196	4.1	704	6.2	<b>900</b>	<b>5.5</b>	179	4.0	631	5.9	<b>810</b>	<b>5.4</b>	Technical staff	148	3.6	517	5.2	<b>665</b>	<b>4.7</b>
960	7.2	1,021	7.8	<b>1,981</b>	<b>7.5</b>	933	6.9	1,019	7.6	<b>1,952</b>	<b>7.3</b>	Executive staff	790	5.9	869	6.4	<b>1,659</b>	<b>6.2</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>1,112</b>	<b>6.2</b>	<b>1,650</b>	<b>6.9</b>	<b>2,762</b>	<b>6.6</b>	<b>TOTAL</b>	<b>938</b>	<b>5.4</b>	<b>1,386</b>	<b>5.9</b>	<b>2,324</b>	<b>5.7</b>
<b>30 TO 34 YEARS</b>																		
300	6.2	713	6.2	<b>1,013</b>	<b>6.2</b>	204	4.6	552	5.2	<b>756</b>	<b>5.0</b>	Technical staff	140	3.4	472	4.8	<b>612</b>	<b>4.4</b>
843	6.3	703	5.4	<b>1,546</b>	<b>5.9</b>	754	5.6	671	5.0	<b>1,425</b>	<b>5.3</b>	Executive staff	754	5.7	798	5.9	<b>1,552</b>	<b>5.8</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>958</b>	<b>5.4</b>	<b>1,223</b>	<b>5.1</b>	<b>2,181</b>	<b>5.2</b>	<b>TOTAL</b>	<b>894</b>	<b>5.1</b>	<b>1,270</b>	<b>5.4</b>	<b>2,164</b>	<b>5.3</b>
<b>35 TO 39 YEARS</b>																		
653	13.6	1,553	13.6	<b>2,206</b>	<b>13.6</b>	568	12.8	1,443	13.6	<b>2,011</b>	<b>13.3</b>	Technical staff	501	12.2	1,276	12.9	<b>1,777</b>	<b>12.7</b>
1,180	8.9	967	7.4	<b>2,147</b>	<b>8.1</b>	1,147	8.5	1,008	7.5	<b>2,155</b>	<b>8.0</b>	Executive staff	1,077	8.1	983	7.2	<b>2,060</b>	<b>7.7</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>1,715</b>	<b>9.6</b>	<b>2,451</b>	<b>10.2</b>	<b>4,166</b>	<b>9.9</b>	<b>TOTAL</b>	<b>1,578</b>	<b>9.0</b>	<b>2,259</b>	<b>9.6</b>	<b>3,837</b>	<b>9.4</b>
<b>40 YEARS AND OVER</b>																		
229	4.8	539	4.7	<b>768</b>	<b>4.7</b>	193	4.4	478	4.5	<b>671</b>	<b>4.5</b>	Technical staff	173	4.2	442	4.5	<b>615</b>	<b>4.4</b>
414	3.1	302	2.3	<b>716</b>	<b>2.7</b>	368	2.7	292	2.2	<b>660</b>	<b>2.5</b>	Executive staff	323	2.4	283	2.1	<b>606</b>	<b>2.3</b>
<b>643</b>	<b>3.6</b>	<b>841</b>	<b>3.4</b>	<b>1,484</b>	<b>3.5</b>	<b>561</b>	<b>3.1</b>	<b>770</b>	<b>3.2</b>	<b>1,331</b>	<b>3.2</b>	<b>TOTAL</b>	<b>496</b>	<b>2.8</b>	<b>725</b>	<b>3.1</b>	<b>1,221</b>	<b>3.0</b>
<b>18,088</b>	<b>100</b>	<b>24,518</b>	<b>100</b>	<b>42,606</b>	<b>100</b>	<b>17,863</b>	<b>100</b>	<b>24,020</b>	<b>100</b>	<b>41,883</b>	<b>100</b>	<b>GLOBAL</b>	<b>17,442</b>	<b>100</b>	<b>23,496</b>	<b>100</b>	<b>40,938</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 2018-2019





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

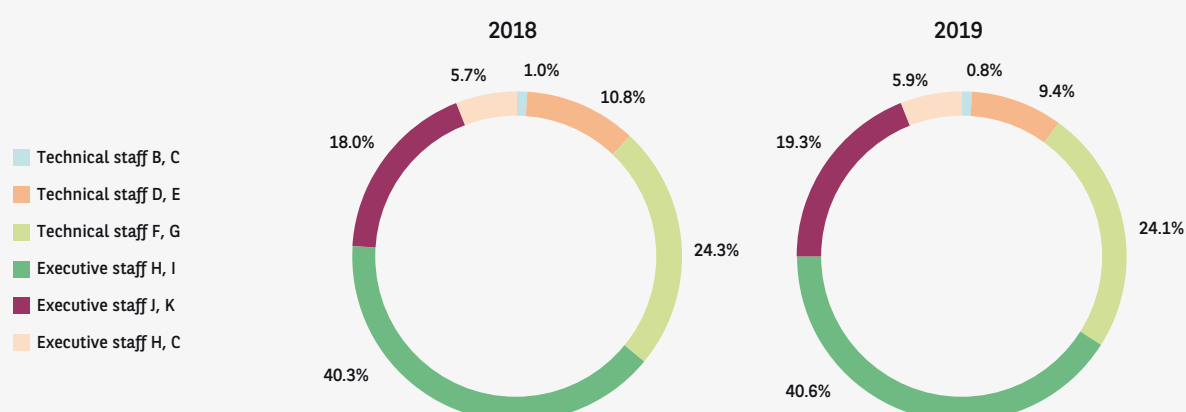
2017				2018				2019			
French		Foreigners		French		Foreigners		French		Foreigners	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
4,665	11,222	140	218	4,287	10,412	149	226	3,919	9,629	204	258
12,828	12,479	455	599	12,870	12,723	557	659	12,715	12,918	604	691
<b>17,493</b>	<b>23,701</b>	<b>595</b>	<b>817</b>	<b>17,157</b>	<b>23,135</b>	<b>706</b>	<b>885</b>	<b>16,634</b>	<b>22,547</b>	<b>808</b>	<b>949</b>
<b>41,194</b>		<b>1,412</b>		<b>40,292</b>		<b>1,591</b>		<b>39,181</b>		<b>1,757</b>	
								TOTAL			

115/119 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY QUALIFICATION LEVEL AS AT DECEMBER 31<sup>st</sup>

2017					2018					2019					Objective of woman framework in %	
H	%	F	%	Total	H	%	F	%	Total	H	%	F	%	Total		
17	28.8	42	71.2	<b>59</b>	12	25.5	35	74.5	<b>47</b>	B	10	27.0	27	73.0	<b>37</b>	
145	38.0	237	62.0	<b>382</b>	139	39.6	212	60.4	<b>351</b>	C	108	37.2	182	62.8	<b>290</b>	
686	36.5	1,196	63.5	<b>1,882</b>	579	38.7	916	61.3	<b>1,495</b>	D	518	41.0	745	59.0	<b>1,263</b>	
962	28.0	2,476	72.0	<b>3,438</b>	899	29.9	2,111	70.1	<b>3,010</b>	E	825	32.2	1,741	67.8	<b>2,566</b>	
1,404	26.1	3,973	73.9	<b>5,377</b>	1,274	25.1	3,795	74.9	<b>5,069</b>	F	1,139	24.2	3,564	75.8	<b>4,703</b>	
1,591	31.2	3,516	68.8	<b>5,107</b>	1,533	30.0	3,569	70.0	<b>5,102</b>	G	1,523	29.6	3,628	70.4	<b>5,151</b>	
<b>4,805</b>	<b>29.8</b>	<b>11,440</b>	<b>70.4</b>	<b>16,245</b>	<b>4,436</b>	<b>29.4</b>	<b>10,638</b>	<b>70.6</b>	<b>15,074</b>	Technical staff	<b>4,123</b>	<b>29.4</b>	<b>9,887</b>	<b>70.6</b>	<b>14,010</b>	
4,154	41.3	5,893	58.7	<b>10,047</b>	4,041	40.9	5,832	59.1	<b>9,873</b>	H	3,846	39.9	5,783	60.1	<b>9,629</b>	58.0
3,522	51.6	3,297	48.4	<b>6,819</b>	3,590	51.1	3,429	48.9	<b>7,019</b>	I	3,491	50.0	3,487	50.0	<b>6,978</b>	48.5
2,592	56.1	2,029	43.9	<b>4,621</b>	2,637	55.2	2,136	44.8	<b>4,773</b>	J	2,738	55.1	2,228	44.9	<b>4,966</b>	44.0
1,532	60.2	1,012	39.8	<b>2,544</b>	1,647	59.9	1,104	40.1	<b>2,751</b>	K	1,746	59.4	1,195	40.6	<b>2,941</b>	39.5
1,483	63.6	847	36.4	<b>2,330</b>	1,512	63.2	881	36.8	<b>2,393</b>	HC	1,498	62.1	916	37.9	<b>2,414</b>	36.5
<b>13,283</b>	<b>50.4</b>	<b>13,078</b>	<b>49.6</b>	<b>26,361</b>	<b>13,427</b>	<b>50.1</b>	<b>13,382</b>	<b>49.9</b>	<b>26,809</b>	Executive staff	<b>13,319</b>	<b>49.5</b>	<b>13,609</b>	<b>50.5</b>	<b>26,928</b>	
<b>18,088</b>	<b>42.5</b>	<b>24,518</b>	<b>57.5</b>	<b>42,606</b>	<b>17,863</b>	<b>42.6</b>	<b>24,020</b>	<b>57.4</b>	<b>41,883</b>	TOTAL	<b>17,442</b>	<b>42.6</b>	<b>23,496</b>	<b>57.4</b>	<b>40,938</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

2017	2018	2019
6,232	8,955	<b>7,227</b>

Data for the month of December for the reference year.

### 121-BIS | NUMBER OF EMPLOYEES ON LOAN AS AT DECEMBER 31<sup>st</sup> (one for one)

2017	2018	2019
5	22	<b>13</b>

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

2017	2018	2019
2,653	2,633	<b>2,779</b>

Internships longer than 1 week.

### 123 | AVERAGE MONTHLY HEADCOUNT OF TEMPORARY EMPLOYEES

2017	2018	2019
1,052	1,672	<b>926</b>

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

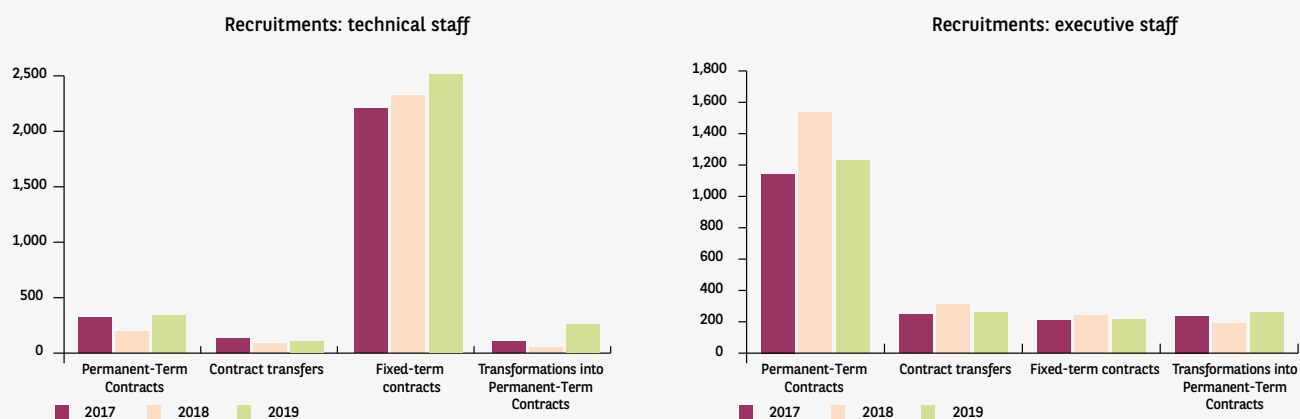
2017	2018	2019
71	53	<b>22</b>

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 company, 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 | RECRUITMENTS

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



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

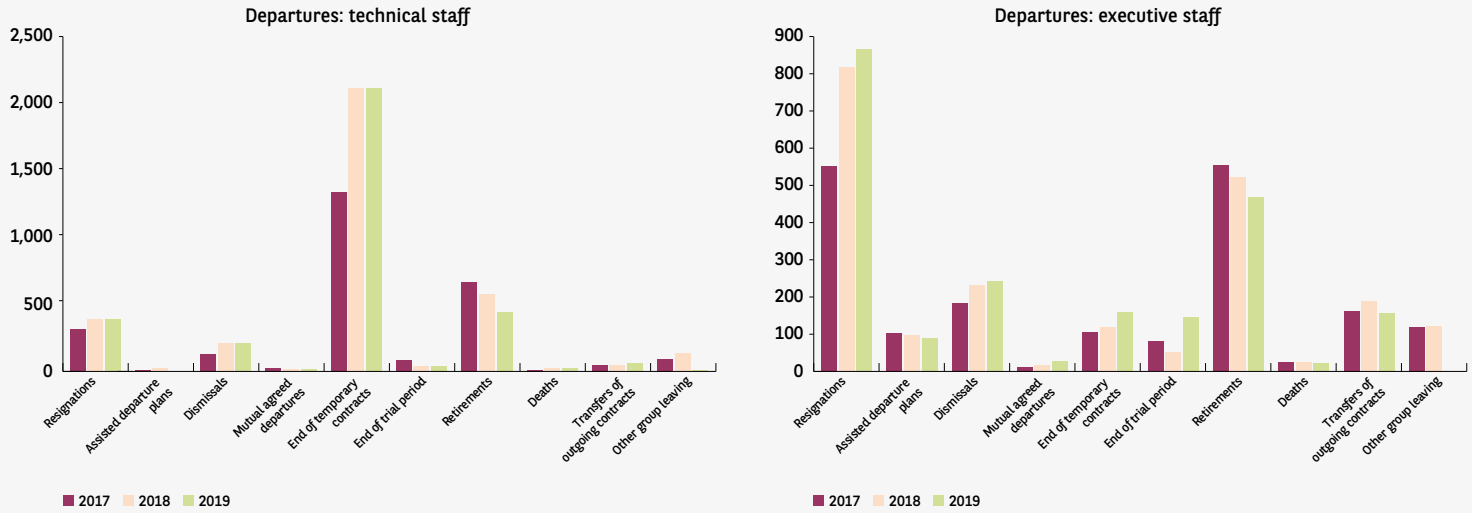
2017						2018						2019						
Technical staff		Executive staff		Total		Technical staff		Executive staff		Total		Technical staff		Executive staff		Total		
H	F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	
1,148	1,556	949	867	<b>2,097</b>	<b>2,423</b>	1,116	1,483	1,221	1,039	<b>2,337</b>	<b>2,522</b>	<b>1,359</b>	<b>1,819</b>	<b>998</b>	<b>942</b>	<b>2,357</b>	<b>2,761</b>	
145	169	624	519	<b>769</b>	<b>688</b>	98	91	870	656	<b>968</b>	<b>747</b>	131 - Permanent contract hiring	146	189	678	543	<b>824</b>	<b>732</b>
27	100	125	108	<b>152</b>	<b>208</b>	18	65	156	153	<b>174</b>	<b>218</b>	130-B - Contract transfers	24	86	112	136	<b>136</b>	<b>222</b>
936	1,224	90	113	<b>1,026</b>	<b>1,337</b>	979	1,296	95	143	<b>1,074</b>	<b>1,439</b>	132 - Temporary contract hiring	1,092	1,383	84	134	<b>1,176</b>	<b>1,517</b>
40	63	110	127	<b>150</b>	<b>190</b>	21	31	100	87	<b>121</b>	<b>118</b>	132-A - Transformations into Permanent-Term Contracts	97	161	124	129	<b>221</b>	<b>290</b>
714	924	160	198	<b>874</b>	<b>1,122</b>	685	840	202	166	<b>887</b>	<b>1,006</b>	134 - Out of which number of recruits aged 25 or less	785	930	149	177	<b>934</b>	<b>1,107</b>

## 133 | NUMBER OF SEASONAL WORKERS

2017	2018	2019
6,362	6,600	<b>5,244</b>

## 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)

2017						2018						2019						
Technical staff		Executive staff		Total		Technical staff		Executive staff		Total		Technical staff		Executive staff		Total		
H	F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	
1,051	1,666	1,054	834	<b>2,105</b>	<b>2,500</b>	1,234	1,862	1,199	988	<b>2,433</b>	<b>2,850</b>	<b>141 - Total departures</b>	<b>1,344</b>	<b>1,958</b>	<b>1,173</b>	<b>1,004</b>	<b>2,517</b>	<b>2,962</b>
104	209	301	248	<b>405</b>	<b>457</b>	149	242	454	362	<b>603</b>	<b>604</b>	142 - Resignations	156	234	456	408	<b>612</b>	<b>642</b>
1	7	61	41	<b>62</b>	<b>48</b>	8	8	46	51	<b>54</b>	<b>59</b>	143 - Assisted departure plans	0	8	46	44	<b>46</b>	<b>52</b>
35	97	103	81	<b>138</b>	<b>178</b>	57	119	121	109	<b>178</b>	<b>228</b>	144 - Dismissals	78	136	126	115	<b>204</b>	<b>251</b>
7	11	6	6	<b>13</b>	<b>17</b>	7	4	6	12	<b>13</b>	<b>16</b>	144-A - Mutual agreed departures	2	11	13	14	<b>15</b>	<b>25</b>
579	760	47	57	<b>626</b>	<b>817</b>	698	982	41	79	<b>739</b>	<b>1,061</b>	145 - End of temporary contracts	914	1,199	53	107	<b>967</b>	<b>1,306</b>
37	47	37	43	<b>74</b>	<b>90</b>	11	22	26	25	<b>37</b>	<b>47</b>	146 - End of trial period	17	22	91	57	<b>108</b>	<b>79</b>
231	433	344	208	<b>575</b>	<b>641</b>	211	375	330	191	<b>541</b>	<b>566</b>	147 - Retirements	151	295	293	175	<b>444</b>	<b>470</b>
6	9	14	11	<b>20</b>	<b>20</b>	9	10	18	6	<b>27</b>	<b>16</b>	148 - Deaths	8	9	16	6	<b>24</b>	<b>15</b>
15	35	80	81	<b>95</b>	<b>116</b>	13	34	89	100	<b>102</b>	<b>134</b>	140-A - Transfers of outgoing contracts	18	44	79	78	<b>97</b>	<b>122</b>
36	58	61	58	<b>97</b>	<b>116</b>	71	66	68	53	<b>139</b>	<b>119</b>	140-B - Other group leaving	0	0	0	0	<b>0</b>	<b>0</b>

## OVERVIEW: RECRUITMENTS/DEPARTURES

2017	2018		2019
43,080	42,606	Headcount in previous year	<b>41,883</b>
4,520	4,859	130-A - Total recruitments	<b>5,118</b>
-4,605	-5,283	141 - Total departures	<b>-5,479</b>
-49	-60	Balance of appointments with other Group entities	<b>-73</b>
-340	-239	Transformation into Permanent-Term Contracts*	<b>-511</b>
42,606	41,883	Headcount in current year	<b>40,938</b>

\* Included in recruitments, not included in departures.

## 15 | CAREER DEVELOPMENT

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
0	0	0	0	1	1	C	0	0	0
3	2	5	3	8	11	D	7	3	10
108	219	327	92	184	276	E	70	134	204
162	500	662	120	474	594	F	115	401	516
190	558	748	176	521	697	G	162	515	677
463	1,279	1,742	391	1,188	1,579	Technical staff	354	1,053	1,407
154	371	525	139	316	455	H	175	377	552
387	440	827	380	427	807	I	406	484	890
401	307	708	286	276	562	J	348	296	644
192	146	338	197	149	346	K	153	137	290
93	67	160	61	51	112	HC	80	71	151
1,227	1,331	2,558	1,063	1,219	2,282	Executive staff	1,162	1,365	2,527
1,690	2,610	4,300	1,454	2,407	3,861	TOTAL	1,516	2,418	3,934

### REMINDER, NUMBER OF PAID EMPLOYEES AS AT DECEMBER 31<sup>ST</sup> OF THE PREVIOUS YEAR (EXCLUDING HC)

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3,905	10,286	14,191	3,661	9,622	13,283	Technical staff	3,391	8,961	12,352
11,622	11,486	23,108	11,610	11,793	23,403	Executive staff	11,708	12,035	23,743
15,527	21,772	37,299	15,271	21,415	36,686	TOTAL	15,099	20,996	36,095

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3.26	9.01	12.28	2.94	8.94	11.89	Technical staff	2.87	8.52	11.39
5.31	5.76	11.07	4.54	5.21	9.75	Executive staff	4.89	5.75	10.64
4.53	7.00	11.53	3.96	6.56	10.52	TOTAL	4.20	6.70	10.90

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
11.86	12.43	12.28	10.68	12.35	11.89	Technical staff	10.44	11.75	11.39
10.56	11.59	11.07	9.16	10.34	9.75	Executive staff	9.92	11.34	10.64
10.88	11.99	11.53	9.52	11.24	10.52	TOTAL	10.04	11.52	10.90



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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
1	4	5	2	2	4	C	0	1	1
58	88	146	45	73	118	D	22	38	60
96	280	376	71	245	316	E	49	201	250
176	504	680	197	617	814	F	177	624	801
173	530	703	194	542	736	G	169	604	773
504	1,406	1,910	509	1,479	1,988	Technical staff	417	1,468	1,885
888	1,223	2,111	875	1,260	2,135	H	868	1,344	2,212
867	708	1,575	842	773	1,615	I	841	860	1,701
617	433	1,050	701	522	1,223	J	658	594	1,252
371	217	588	410	274	684	K	489	348	837
379	261	640	470	310	780	HC	438	324	762
3,122	2,842	5,964	3,298	3,139	6,437	Executive staff	3,294	3,470	6,764
<b>3,626</b>	<b>4,248</b>	<b>7,874</b>	<b>3,807</b>	<b>4,618</b>	<b>8,425</b>	TOTAL	<b>3,711</b>	<b>4,938</b>	<b>8,649</b>

REMINDER, NUMBER OF EMPLOYEES AS AT DECEMBER 31<sup>st</sup> OF THE PREVIOUS YEAR

2016			2017				2018		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3,905	10,286	14,191	3,661	9,622	13,283	Technical staff	3,391	8,961	12,352
13,049	12,271	25,320	13,067	12,619	25,686	Executive staff	13,189	12,891	26,080
16,954	22,557	39,511	16,728	22,241	38,969	TOTAL	16,580	21,852	38,432

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3.55	9.91	13.46	3.83	11.13	14.97	Technical staff	3.38	11.88	15.26
12.33	11.22	23.55	12.84	12.22	25.06	Executive staff	12.63	13.31	25.94
9.18	10.75	19.93	9.77	11.85	21.62	TOTAL	9.66	12.85	22.51

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
12.91	13.67	13.46	13.90	15.37	14.97	Technical staff	12.30	16.38	15.26
23.93	23.16	23.55	25.24	24.88	25.06	Executive staff	24.98	26.92	25.94
21.39	18.83	19.93	22.76	20.76	21.62	TOTAL	22.38	22.60	22.50

**153-A | TOTAL STATUS REVIEWS**

2017	2018		2019
12,174	12,286	Total number of status reviews	<b>12,583</b>
39	38	Average frequency of status reviews (in months)	<b>37</b>

**16 | UNEMPLOYMENT**

2017	2018		2019
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**

2017	2018		2019
1,378.0	1,525.0	Expressed as natural persons	<b>1,622.0</b>
1,480.7	1,645.0	Expressed in unities of disability	<b>1,721.0</b>
33.4	54.0	Additional units related to ESAT* services	<b>57.0</b>
<b>1,514.2</b>	<b>1,699.0</b>	<b>TOTAL NUMBER OF UNITS</b>	<b>1,778.0</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**

2017	2018		2019
33	28	Expressed as natural persons	<b>28</b>

## 18 | ABSENTEEISM

2017				2018				2019				
Technical staff	Executive staff	Total	Taux	Technical staff	Executive staff	Total	Taux	Technical staff	Executive staff	Total	Taux	
<b>DAYS OF ABSENTEEISM</b>												
462,058	305,776	<b>767,834</b>	<b>4.93%</b>	444,673	332,009	<b>776,682</b>	<b>5.06%</b>	<b>182 - illness</b>	497,931	352,751	<b>790,682</b>	<b>5.23%</b>
12,199	9,170	<b>21,369</b>	<b>0.14%</b>	12,077	9,948	<b>22,025</b>	<b>0.14%</b>	<i>out of which 1 or 2 days* are consecutive</i>	12,162	10,738	<b>22,900</b>	<b>0.15%</b>
27,675	22,064	<b>49,739</b>	<b>0.32%</b>	28,555	23,061	<b>51,616</b>	<b>0.34%</b>	<i>out of which 3 to 5 days* are consecutive</i>	27,990	24,443	<b>52,433</b>	<b>0.35%</b>
422,184	274,542	<b>696,726</b>	<b>4.48%</b>	404,041	299,000	<b>703,041</b>	<b>4.58%</b>	<i>out of which more than 6 days* are consecutive</i>	397,779	317,570	<b>715,349</b>	<b>4.73%</b>
13,019	12,689	<b>25,708</b>	<b>0.17%</b>	15,905	11,526	<b>27,431</b>	<b>0.18%</b>	<b>184 - Work-related and commuting accidents</b>	13,564	12,977	<b>26,541</b>	<b>0.18%</b>
<b>475,077</b>	<b>318,465</b>	<b>793,542</b>	<b>5.10%</b>	460,578	343,535	<b>804,113</b>	<b>5.23%</b>	<b>TOTAL SICK AND ACCIDENTAL ABSENCES</b>	451,495	365,728	<b>817,223</b>	<b>5.41%</b>
257,417	232,034	<b>489,451</b>	<b>3.27%</b>	249,178	244,656	<b>493,834</b>	<b>3.35%</b>	<i>out of which are paid sick and accidental leave</i>	241,976	260,938	<b>502,914</b>	<b>3.46%</b>
107,054	132,511	<b>239,565</b>	<b>1.54%</b>	102,328	141,623	<b>243,951</b>	<b>1.59%</b>	<b>185 - Maternity and paternity leave</b>	94,570	134,752	<b>229,322</b>	<b>1.52%</b>
106,094	131,373	<b>237,467</b>	<b>1.59%</b>	100,734	140,217	<b>240,950</b>	<b>1.63%</b>	<i>out of which are paid leave linked to maternity or paternity</i>	92,857	133,517	<b>226,374</b>	<b>1.56%</b>
96,661	91,073	<b>187,734</b>	<b>1.21%</b>	101,578	96,376	<b>197,954</b>	<b>1.29%</b>	<b>186 - Authorized leave**</b>	91,018	98,216	<b>189,234</b>	<b>1.25%</b>
92,350	123,501	<b>215,851</b>	<b>1.39%</b>	84,832	118,878	<b>203,710</b>	<b>1.33%</b>	<b>187 - Other reasons***</b>	78,992	115,094	<b>194,086</b>	<b>1.28%</b>
<b>189,011</b>	<b>214,574</b>	<b>403,585</b>	<b>2.59%</b>	186,410	215,254	<b>401,664</b>	<b>2.61%</b>	<b>TOTAL ABSENCES BASED ON DECISIONS OF THE EMPLOYEE AND SPECIAL EVENTS</b>	170,010	213,310	<b>383,320</b>	<b>2.54%</b>
44,906	55,212	<b>100,118</b>	<b>0.67%</b>	48,070	61,765	<b>109,835</b>	<b>0.74%</b>	<i>out of which paid leave is based on the decision of the employee and special events</i>	40,342	57,973	<b>98,315</b>	<b>0.68%</b>
<b>771,142</b>	<b>665,550</b>	<b>1,436,692</b>	<b>9.23%</b>	<b>749,316</b>	<b>700,412</b>	<b>1,449,728</b>	<b>9.44%</b>	<b>181-1 - GRAND TOTAL</b>	<b>716,075</b>	<b>713,790</b>	<b>1,429,865</b>	<b>9.46%</b>
408,417	418,618	<b>827,035</b>	<b>5.53%</b>	397,982	446,637	<b>844,619</b>	<b>5.72%</b>	<i>out of which paid leave - Grand total</i>	375,175	452,428	<b>827,602</b>	<b>5.70%</b>
664,088	533,039	<b>1,197,127</b>	<b>7.69%</b>	646,988	558,789	<b>1,205,777</b>	<b>7.85%</b>	<i>out of which leave is outside of maternity or paternity</i>	621,505	579,038	<b>1,200,543</b>	<b>7.94%</b>
302,323	287,246	<b>589,569</b>	<b>3.94%</b>	297,248	306,421	<b>603,669</b>	<b>4.09%</b>	<i>out of which paid leave is outside of maternity or paternity</i>	282,318	318,911	<b>601,229</b>	<b>4.14%</b>

\* Absent days, in calendar days, including the paid and non paid leave

\*\* Family events, sick children, parental leave, etc.

\*\*\* Leading and participating in Economic Training, Social and Union, paid leave for personal convenience, creating a business, sabbatical, disability without pay, etc.

## 181 | RATE OF ABSENTEEISM

2017			2018				2019		
7.18	4.51	<b>5.53</b>	7.46	4.74	<b>5.72</b>	Rate of paid staff absenteeism	7.55	4.74	<b>5.70</b>
1.77	1.39	<b>1.54</b>	1.80	1.46	<b>1.59</b>	Rate of maternity and paternity leave	1.78	1.37	<b>1.52</b>
10.98	5.60	<b>7.69</b>	11.39	5.77	<b>7.85</b>	Rate without maternity and paternity leave	11.72	5.90	<b>7.94</b>
<b>12.75</b>	<b>6.99</b>	<b>9.23</b>	<b>13.19</b>	<b>7.23</b>	<b>9.44</b>	TOTAL	<b>13.50</b>	<b>7.27</b>	<b>9.46</b>

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
234	1,555	<b>1,789</b>	226	1,470	<b>1,696</b>	Technical staff	179	1,338	<b>1,517</b>
549	1,480	<b>2,029</b>	636	1,492	<b>2,128</b>	Executive staff	540	1,451	<b>1,991</b>
<b>783</b>	<b>3,035</b>	<b>3,818</b>	<b>862</b>	<b>2,962</b>	<b>3,824</b>	TOTAL	<b>719</b>	<b>2,789</b>	<b>3,508</b>

## 19 | LEAVES

## 191-A | PARENTAL CHILDCARE LEAVE

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
1	211	<b>212</b>	4	211	<b>215</b>	Technical staff	3	196	<b>199</b>
8	141	<b>149</b>	6	153	<b>159</b>	Executive staff	6	160	<b>166</b>
<b>9</b>	<b>352</b>	<b>361</b>	<b>10</b>	<b>364</b>	<b>374</b>	TOTAL	<b>9</b>	<b>356</b>	<b>365</b>

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

## 192-A | SABBATICAL LEAVE

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
7	36	<b>43</b>	13	31	<b>44</b>	Technical staff	7	34	<b>41</b>
54	86	<b>140</b>	34	71	<b>105</b>	Executive staff	44	79	<b>123</b>
<b>61</b>	<b>122</b>	<b>183</b>	<b>47</b>	<b>102</b>	<b>149</b>	TOTAL	<b>51</b>	<b>113</b>	<b>164</b>

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

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

2017			2018			2019			
Technical staff	Executive staff	Total	Technical staff	Executive staff	Total		Technical staff	Executive staff	Total
2,018	6,050	8,068	1,697	5,876	7,573	Days taken during the year	1,600	5,776	7,376
2,024	6,253	8,277	1,840	6,792	8,632	Theoretical days during the year	1,873	6,242	8,115

## 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).

■ **Supplementary paternity leave:**

- A legal provision put into practice on July 1, 2019, allows the extension of the CPAE by 30 days in case of the hospitalisation of an infant immediately after birth. This supplementary paternity leave has to be taken in the 4 months following the birth of the child.

■ **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)

2017	2018		2019
3,826.0	3,860.2	<b>TOTAL PERSONNEL COSTS</b>	<b>3,816.8</b>
2,290.3	2,319.0	<b>"Wages and Salaries"</b>	<b>2,342.2</b>
1,883.0	1,910.3	Fixed remuneration including the remuneration bonus and lump-sum allowance (before deductions)	1,955.7
-99.5	-103.8	Deductions (sickness, maternity, flexitime, etc.)	-108.9
87.6	91.8	Miscellaneous allowances and overtime	93.3
363.5	364.6	Variable remuneration*	359.2
<b>2,234.6</b>	<b>2,262.9</b>	<b>Subtotal "Wages and Salaries"</b>	<b>2,299.3</b>
55.7	54.2*	Employer contributions to employee saving schemes and administrative expenses (excluding charges and relevant taxes)**	42.9
<b>967.6</b>	<b>978.3</b>	<b>"Social security contributions"</b>	<b>970.5</b>
<b>320.2</b>	<b>313.6</b>	<b>"Tax expenses"</b>	<b>287.7</b>
<b>247.7</b>	<b>249.2</b>	<b>"Incentive plans and profit-sharing"</b> (payment with respect to the previous year)	<b>216.4</b>
38,252	37,735	Average monthly headcount in metropolitan France (Including Monaco)	37,263
59,878	61,455	Wages and salaries, average per employee in € ("Wages and Salaries" / Average monthly headcount)	62,854
<b>66,354</b>	<b>68,060</b>	<b>Average employee remuneration (income) in €</b> (including incentive plans, profit-sharing)	<b>68,663</b>
<b>33,670</b>	<b>34,237</b>	<b>Average employer's contributions per employee in €</b>	<b>33,767</b>
32.9	33.5	Ratio of social security charges and tax expenses and total personnel costs	32.9
22.0	35.6	<b>Aggregate employer's contributions</b> (Total personnel costs / Added Value)	29.8

\*Modified number

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
2,032	1,840	<b>1,913</b>	1,906	1,841	<b>1,873</b>	B-C	1,881	1,894	<b>1,889</b>
2,091	2,095	<b>2,093</b>	2,096	2,107	<b>2,102</b>	D	2,125	2,128	<b>2,127</b>
2,330	2,349	<b>2,344</b>	2,339	2,362	<b>2,356</b>	E	2,330	2,356	<b>2,349</b>
2,501	2,516	<b>2,512</b>	2,519	2,535	<b>2,531</b>	F	2,520	2,545	<b>2,539</b>
2,820	2,830	<b>2,827</b>	2,815	2,843	<b>2,835</b>	G	2,808	2,841	<b>2,832</b>
<b>2,518</b>	<b>2,544</b>	<b>2,536</b>	<b>2,528</b>	<b>2,576</b>	<b>2,562</b>	Technical staff	<b>2,548</b>	<b>2,602</b>	<b>2,587</b>
3,273	3,255	<b>3,263</b>	3,317	3,287	<b>3,299</b>	H	3,325	3,302	<b>3,311</b>
4,139	4,040	<b>4,092</b>	4,195	4,088	<b>4,143</b>	I	4,200	4,088	<b>4,144</b>
5,062	4,920	<b>5,000</b>	5,163	4,983	<b>5,084</b>	J	5,194	5,013	<b>5,114</b>
6,280	6,056	<b>6,192</b>	6,440	6,161	<b>6,330</b>	K	6,594	6,228	<b>6,448</b>
9,211	8,431	<b>8,927</b>	9,417	8,580	<b>9,109</b>	HC	<b>9,374</b>	<b>8,612</b>	<b>9,086</b>
<b>4,848</b>	<b>4,259</b>	<b>4,559</b>	<b>4,970</b>	<b>4,345</b>	<b>4,661</b>	Executive staff	<b>5,041</b>	<b>4,396</b>	<b>4,717</b>
<b>4,337</b>	<b>3,516</b>	<b>3,868</b>	<b>4,469</b>	<b>3,619</b>	<b>3,985</b>	TOTAL	<b>4,577</b>	<b>3,705</b>	<b>4,079</b>

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

2017	2018		2019
23,799	23,933	99% of employees earned at least	24,165
28,009	28,642	95% of employees earned at least	29,264
30,483	31,165	90% of employees earned at least	31,825
32,334	33,121	85% of employees earned at least	33,897
34,198	35,047	80% of employees earned at least	35,938
36,047	37,062	75% of employees earned at least	38,053
37,991	39,190	70% of employees earned at least	40,261
40,049	41,279	65% of employees earned at least	42,294
42,025	43,404	60% of employees earned at least	44,428
44,185	45,712	55% of employees earned at least	46,858
46,647	48,230	50% of employees earned at least	49,481
49,168	50,945	45% of employees earned at least	52,380
51,982	53,863	40% of employees earned at least	55,245
55,081	57,012	35% of employees earned at least	58,537
58,563	60,617	30% of employees earned at least	62,487
62,900	65,363	25% of employees earned at least	67,428
68,745	71,514	20% of employees earned at least	73,563
76,634	79,661	15% of employees earned at least	82,369
90,411	94,409	10% of employees earned at least	97,467
122,404	128,290	5% of employees earned at least	130,565
248,127	251,317	1% of employees earned at least	254,296
<b>4.37</b>	<b>4.5</b>	<b>Ratio of the 5% and 95%</b>	<b>4.5</b>
<b>8.86</b>	<b>8.8</b>	<b>Ratio of the 1% et 95%</b>	<b>8.7</b>

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

2019								
Male					Female			
Average age	1 <sup>st</sup> decile	Median	9 <sup>th</sup> decile	Level	Average age	1 <sup>st</sup> decile	Median	9 <sup>th</sup> decile
41	21,486	24,132	29,401	C	41	23,056	25,400	28,232
34	24,186	27,501	30,504	D	33	23,660	27,351	30,289
39	26,263	29,517	33,318	E	40	25,602	29,628	32,842
41	29,257	32,729	36,703	F	41	27,807	32,259	36,128
45	32,299	36,290	41,284	G	45	31,354	36,155	41,072
42	27,949	33,335	39,250	Technical staff	43	27,409	33,238	39,035
39	38,299	44,020	52,449	H	40	36,029	42,898	50,595
43	47,998	55,761	67,129	I	43	44,802	53,272	62,705
46	59,036	69,685	86,272	J	45	56,565	66,721	80,944
48	74,233	89,985	135,804	K	47	70,937	85,017	110,471
52	102,256	144,349	291,645	HC	51	97,318	129,974	223,421
44	42,343	60,965	124,135	Executive staff	43	39,089	52,638	94,765

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

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

2017	2018	2019
5.6	5.7	5.7

## 222 | TOTAL OF THE TEN HIGHEST PAY PACKAGES

2017	2018	2019
22,612,493	23,187,582	19,686,232

## 24 | RELATED EXPENSES

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

2017	2018	2019
39.94	42.93	46.13

## 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)

2017	2018	2019
104.8	99.7	107.2

## 261 | INCENTIVE SCHEMES

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

2017	2018	2019
123.8	116.5	97.0

## 262 | INDIVIDUAL AMOUNT AND AVERAGE AMOUNT

IN PROFIT SHARING PER PARTICIPATING EMPLOYEE (in Euros)

2017		2018			2019	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
2,041	2,041	1,947	1,947	Minimum share	2,152	2,152
3,482	5,612	4,156	5,354	Maximum share	3,555	5,380
2,047	2,981	1,951	2,839	Average amount	1,726	2,796

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)

2017		2018			2019	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
2,506	2,506	2,368	1,947	Minimum share	1,983	1,983
4,040	6,451	3,225	6,090	Maximum share	3,052	5,236
2,509	3,496	2,370	3,297	Average amount	1,985	2,791

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 %)

2017	2018	2019
1.86	1.93	1.97

Including voluntary payments.

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

2017	2018	2019
65.59	69.77	53.56

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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
28	127	155	22	114	136	23	102	125
43	93	136	29	76	105	40	70	110
<b>71</b>	<b>220</b>	<b>291</b>	<b>51</b>	<b>190</b>	<b>241</b>	<b>63</b>	<b>172</b>	<b>235</b>
						TOTAL		

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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
461	3,395	3,856	1,394	4,470	5,864	1,519	4,490	6,009
1,891	2,504	4,395	1,883	1,974	3,857	1,930	3,985	5,915
<b>2,352</b>	<b>5,899</b>	<b>8,251</b>	<b>3,277</b>	<b>6,444</b>	<b>9,721</b>	<b>3,449</b>	<b>8,475</b>	<b>11,924</b>
						TOTAL		

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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
3	10	13	3	5	8	0	3	3

### 314 | NUMBER OF FATAL ACCIDENTS PER GENDER

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
1	1	2	0	0	0	0	0	0
0	0	0	0	0	0	1	0	1
						Commuting		
						Work-related		



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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
152	434	586	56	165	221	117	254	371

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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
3	4	7	8	8	16	4	19	23

## 32 | BREAKDOWN OF ACCIDENTS BY MATERIAL ASPECT

## 321 | NUMBER OF ACCIDENTS INVOLVING SERIOUS RISKS

Codes 32 to 40

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
0	0	0	0	0	0	0	0	0

## 322 | NUMBER OF ACCIDENTS INVOLVING FALLS FROM HEIGHTS

Code 02

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
7	43	50	9	46	55	9	49	58

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

Codes 09 to 30

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
1	1	2	0	0	0	4	6	10

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

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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
9	40	49	16	42	58	14	33	47

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

Code 05

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
4	7	11	1	9	10	0	6	6

## 326 | OTHER CASES OF ACCIDENTS

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
50	129	179	25	93	118	36	78	114
0	0	0	1	7	8	0	0	0
TOTAL						36	78	114
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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
9,088	13,344	22,432	12,775	17,931	30,706	11,957	17,141	29,098

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

2017	2018	2019
42.60	50.84	38.84

## 4 | OTHERS WORKING CONDITIONS



- 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

2017	2018	2019
5	8	11

**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**

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
11,012	9,823	<b>20,835</b>	11,301	10,187	<b>21,488</b>	11,269	10,384	<b>21,653</b>

**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**

2017			2018			2019			
Male	Female	Total	Male	Female	Total	Male	Female	Total	
1,646	4,741	<b>6,387</b>	1,441	4,345	<b>5,786</b>	Technical staff	1,256	3,929	<b>5,185</b>
465	946	<b>1,411</b>	440	940	<b>1,380</b>	Executive staff	465	1,012	<b>1,477</b>
<b>2,111</b>	<b>5,687</b>	<b>7,798</b>	<b>1,881</b>	<b>5,285</b>	<b>7,166</b>	<b>TOTAL</b>	<b>1,721</b>	<b>4,941</b>	<b>6,662</b>

## 414 | NUMBER OF EMPLOYEES WORKING PART-TIME

90%									
2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
5	278	283	6	269	275	Technical staff	7	259	266
8	195	203	7	217	224	Executive staff	8	242	250
13	473	486	13	486	499	TOTAL	15	501	516

80%									
2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
65	1,646	1,711	53	1,608	1,661	Technical staff	54	1,479	1,533
73	1,092	1,165	77	1,106	1,183	Executive staff	71	1,141	1,212
138	2,738	2,876	130	2,714	2,844	TOTAL	125	2,620	2,745

60%									
2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
14	169	183	7	164	171	Technical staff	9	166	175
13	80	93	16	74	90	Executive staff	10	81	91
27	249	276	23	238	261	TOTAL	19	247	266

50%									
2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
73	369	442	72	351	423	Technical staff	68	329	397
32	107	139	35	118	153	Executive staff	36	115	151
105	476	581	107	469	576	TOTAL	104	444	548

MISCELLANEOUS									
2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
14	98	112	11	85	96	Technical staff	11	86	97
20	29	49	17	32	49	Executive staff	16	39	55
34	127	161	28	117	145	TOTAL	27	125	152

TOTAL PART-TIME									
2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
171	2,560	2,731	149	2,477	2,626	Technical staff	149	2,319	2,468
146	1,503	1,649	152	1,547	1,699	Executive staff	141	1,618	1,759
317	4,063	4,380	301	4,024	4,325	TOTAL	290	3,937	4,227

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
3.6	22.4	<b>16.8</b>	3.4	23.3	<b>17.4</b>	Technical staff	3.6	23.5	<b>17.6</b>
1.1	11.5	<b>6.3</b>	1.1	11.6	<b>6.3</b>	Executive staff	1.1	11.9	<b>6.5</b>
<b>1.8</b>	<b>16.6</b>	<b>10.3</b>	<b>1.7</b>	<b>16.8</b>	<b>10.3</b>	TOTAL	<b>1.7</b>	<b>16.8</b>	<b>10.3</b>

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
4,634	8,880	<b>13,514</b>	4,287	8,161	<b>12,448</b>	Technical staff	3,974	7,568	<b>11,542</b>
13,137	11,576	<b>24,713</b>	13,275	11,835	<b>25,110</b>	Executive staff	13,178	11,991	<b>25,169</b>
<b>17,771</b>	<b>20,456</b>	<b>38,227</b>	<b>17,562</b>	<b>19,996</b>	<b>37,558</b>	TOTAL	<b>17,152</b>	<b>19,559</b>	<b>36,711</b>

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
34	315	<b>349</b>	43	375	<b>418</b>	Technical staff	42	339	<b>381</b>
40	170	<b>210</b>	49	242	<b>291</b>	Executive staff	58	281	<b>339</b>
<b>74</b>	<b>485</b>	<b>559</b>	<b>92</b>	<b>617</b>	<b>709</b>	TOTAL	<b>100</b>	<b>620</b>	<b>720</b>

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

2017			2018				2019		
Male	Female	Total	Male	Female	Total		Male	Female	Total
21	184	<b>205</b>	19	219	<b>238</b>	Technical staff	12	234	<b>246</b>
24	132	<b>156</b>	24	167	<b>191</b>	Executive staff	30	168	<b>198</b>
<b>45</b>	<b>316</b>	<b>361</b>	<b>43</b>	<b>386</b>	<b>429</b>	TOTAL	<b>42</b>	<b>402</b>	<b>444</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:** A customised system of procuring time that allows employees to acquire and use unpaid supplementary vacation days over the course of the calendar year. Open to all collaborators having at least one year of seniority without having reduced activity of more than 50% (agreement of January 16, 2019)..
- **The right to take leave of absence to take care of a sick child:** an authorisation of paid leave within the scope of one or several sick children less than 15 years old is granted to the mother or father, regardless of seniority. 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. In addition, an allocation of days is available for employees whose spouse or child is ill.

##### Local services:

- **Company participation in early childhood care:** the maximum daily allowance for childcare costs that can be granted for all children up to the age of 10 is raised to €5.50 for 2019.
- **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

2017	2018		2019
9	9	Mondays Off	7
5	7	Saturdays Off	10

## 42 | ORGANIZATION OF WORKING HOURS

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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
404	737	<b>1,141</b>	508	845	<b>1,353</b>	411	721	<b>1,132</b>
153	178	<b>331</b>	101	267	<b>368</b>	114	264	<b>378</b>
<b>557</b>	<b>915</b>	<b>1,472</b>	<b>609</b>	<b>1,112</b>	<b>1,721</b>	<b>525</b>	<b>985</b>	<b>1,510</b>

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

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

2017			2018			2019		
Male	Female	Total	Male	Female	Total	Male	Female	Total
169	225	<b>394</b>	237	167	<b>404</b>	288	319	<b>607</b>
13	8	<b>21</b>	6	3	<b>9</b>	28	19	<b>47</b>
<b>182</b>	<b>233</b>	<b>415</b>	<b>243</b>	<b>170</b>	<b>413</b>	<b>316</b>	<b>338</b>	<b>654</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)

2017	2018	2019
94.40	74.23	<b>74.02</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

2017	2018		2019
4.65%	4.75%	As % of payroll	<b>4.74%</b>

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

2017	2018		2019
109.20	113.30	Expenditure on training	<b>111.88</b>



## 515-1 | NEW LEARNING AREAS AND CATEGORIES

	2017		2018		2019	
	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	27,941	42,721	6,614	8,590	6,305	6,942
Group Knowledge and Induction	44,109	8,694	33,094	22,115	38,597	51,277
Strategy and Ethics General Orientation	5,700	5,537	17,306	4,620	11,937	29,086
Security	26,677	26,281	44,736	67,412	42,528	45,457
<b>Total</b>	<b>104,427</b>	<b>83,233</b>	<b>101,751</b>	<b>102,737</b>	<b>99,368</b>	<b>132,762</b>
<b>BUSINESS LINES TECHNICAL TRAINING</b>						
Marketing and Sales Techniques	60,427	13,203	37,563	31,012	26,105	24,548
Banking Diplomas	1,066	60	1,012	82	433	165
Financial and Banking Products and Services	209,580	154,033	142,584	113,118	215,850	159,511
Financial Products and Services	0	0	121	14	1,663	9,827
Securities Services	440	108	347	100	907	1,326
Insurance	19,823	12,719	175,252	46,596	157,144	634,657
Corporate Finance	2,080	442	739	193	858	195
Credit and Finance	126,755	179,771	119,093	235,955	111,008	256,824
Advisory Service - Wealth Management	72,877	14,892	54,515	11,467	50,800	26,559
Asset Management	3,048	1,458	1,392	3,148	2,603	8,523
Real Estate	26,028	13,946	10,598	7,192	9,420	20,694
Capital Markets	3,160	807	1,957	463	4,194	5,004
<b>Total</b>	<b>525,283</b>	<b>391,439</b>	<b>545,172</b>	<b>449,340</b>	<b>580,986</b>	<b>1,147,833</b>
<b>BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING</b>						
Legal and Tax Affairs	11,679	3,572	41,929	72,505	10,781	16,398
Human Resources	8,741	2,869	8,142	2,062	7,509	4,660
IT	30,002	29,706	31,508	3,989	20,437	5,835
Back Offices	3,985	10,658	2,290	1,498	6,591	2,570
Accounting, Finance and Management Control	8,613	1,918	7,343	3,023	5,173	2,140
Procurement and Logistics	652	66	803	130	345	108
Internal Audit and Control	15,908	1,664	15,847	1,384	15,494	3,473
Communications	3,340	626	4,792	884	2,351	832
Social and Environmental Responsibility	1,795	3,151	1,281	1,599	766	1,590
<b>Total</b>	<b>84,714</b>	<b>54,230</b>	<b>113,937</b>	<b>87,074</b>	<b>69,446</b>	<b>37,606</b>
<b>RISKS</b>						
Non-compliance risks / Reputational risk	286	365	163	455	120	362
Non-compliance risks / Anti-money-laundering measures	52,067	47,306	59,354	75,611	50,724	70,304
Non-compliance risks / Banking structure	417	894	175	305	787	279
Non-compliance risks / Corruption	160	184	3,136	9,339	9,870	28,826
Non-compliance risks / Conflict of interests	553	676	356	474	389	564
Non-compliance risks / Protection of data	927	1,809	329	654	619	498
Non-compliance risks / FATCA/AEOI	6,871	11,545	1,461	2,178	2,357	3,935
Non-compliance risks / General awareness-building	31,997	28,295	3,725	2,034	4,694	2,872
Non-compliance risks / Know your customer (KYC)	4,475	6,575	15,326	22,475	2,638	3,930
Non-compliance risks / Markets	2,269	2,936	6,057	20,894	2,698	7,014
Non-compliance risks / Professional ethics	588	577	1,432	2,752	927	1,994
Non-compliance risks / Protection of the customer's interests (PCI)	5,572	7,612	12,691	19,730	9,826	28,635
Non-compliance risks / Sanctions and embargoes	52,543	39,417	22,421	26,767	27,048	26,186
Non-compliance risks / Specific issues	3,250	2,236	8,256	11,362	2,932	10,074
Non-compliance risks / Cross-functional financial security	315	111	2,255	575	3,195	1,648
Credit risk and counterparty risk	11,350	1,147	9,885	856	9,458	3,819
Insurance risk	162	10	10	2	16	31
Market risk and liquidity risk	912	169	963	3,120	844	269
Operational risk and permanent control	1,469	1,078	2,880	949	4,520	3,018
Fundamental principles of risk management	13,342	9,989	4,715	2,276	3,387	3,534
<b>Total</b>	<b>189,525</b>	<b>162,931</b>	<b>155,601</b>	<b>202,808</b>	<b>137,052</b>	<b>197,792</b>

	2017		2018		2019	
	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	73,778	25,003	75,729	36,177	57,029	36,588
Project Management and Organization	12,041	1,723	13,570	1,896	15,611	4,400
Languages	32,097	3,502	20,067	2,386	23,677	8,280
Career Support	7,091	505	6,489	565	4,518	1,081
IT Tools and NTIC	13,854	5,657	9,064	2,571	7,288	2,844
First Aid	8,009	806	6,078	703	5,772	1,501
<b>Total</b>	<b>146,868</b>	<b>37,196</b>	<b>130,966</b>	<b>44,298</b>	<b>113,895</b>	<b>54,694</b>
<b>MANAGEMENT</b>						
Leadership	6,529	550	15,658	3,091	7,474	1,838
Performance Management	5,701	1,123	5,888	3,159	3,180	1,536
Team Management	34,700	5,748	35,908	9,328	37,714	13,033
Management Values and Principles	5,892	1,617	4,862	1,054	5,925	3,563
<b>Total Management</b>	<b>52,822</b>	<b>9,038</b>	<b>62,315</b>	<b>16,632</b>	<b>54,292</b>	<b>19,970</b>
<b>DIGITAL</b>						
Gamification and Technological Vigil	0	0	2,369	798	217	153
Digital Branding et Communication online	0	0	10,376	20,440	11,018	18,538
User Experience	7,004	14,901	1,147	621	584	398
Social Media	1,417	1,657	375	296	206	160
Marketing on line	197	90	0	0	17	8
IT & Process	5,351	662	6,854	1,020	10,023	14,683
Web analytics & Data	1,689	96	779	69	4,416	585
Sales and E-Business	4,514	1,722	1	1	409	412
Agile Methodology & DevOps	0	0	1,893	203	0	0
Artificial Intelligence & Intelligent Automation	0	0	21	6	0	0
Digital Transformation Management	0	0	842	33	0	0
Block Chain	0	0	167	167	0	0
Cybersecurity	0	0	525	106	0	0
New ways of working tools	0	0	2,219	840	0	0
<b>Total</b>	<b>20,172</b>	<b>19,128</b>	<b>27,568</b>	<b>24,600</b>	<b>26,890</b>	<b>34,937</b>
<b>MISCELLANEOUS</b>						
Miscellaneous	119	47	0	0	0	0
<b>Total</b>	<b>119</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>1,123,930</b>	<b>757,242</b>	<b>1,137,341</b>	<b>927,489</b>	<b>1,081,929</b>	<b>1,625,594</b>

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

2017	2018		2019
779,773	724,752	Classroom training sessions	595,296
77,895	61,728	On-the-job training	61,229
266,260	350,861	Open distance learning	425,404
<b>1,123,930</b>	<b>1,137,341</b>	<b>Total</b>	<b>1,081,929</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 01/01/2019	6	4	<b>10</b>	24	15	<b>39</b>	<b>49</b>
Requests accepted by management	7	5	<b>12</b>	23	13	<b>36</b>	<b>48</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	2	1	<b>3</b>	10	1	<b>11</b>	<b>14</b>
ITL completed in 2019	6	5	<b>11</b>	21	12	<b>33</b>	<b>44</b>
On-going ITL at 01/01/2020	5	3	<b>8</b>	16	15	<b>31</b>	<b>39</b>

## 53 | WORK-STUDY CONTRACTS

### 531 | NUMBER OF APPRENTICESHIP AND OTHER WORK-STUDY CONTRACTS AT DECEMBER 31<sup>ST</sup>

2017			2018			2019			
Male	Female	Total	Male	Female	Total	Male	Female	Total	
488	519	<b>1,007</b>	477	437	<b>914</b>	Apprenticeship	558	516	<b>1,074</b>
460	556	<b>1,016</b>	394	509	<b>903</b>	Other work-study contracts	411	473	<b>884</b>
948	1,075	<b>2,023</b>	871	946	<b>1,817</b>	<b>TOTAL</b>	<b>969</b>	<b>989</b>	<b>1,958</b>

## 6 | PROFESSIONAL RELATIONS



61 – EMPLOYEE REPRESENTATIVES

62 – EMPLOYEE COMMUNICATIONS

63 – DISPUTES

## 61 | EMPLOYEE REPRESENTATIVES

### 611 | PARTICIPATION IN EMPLOYEE REPRESENTATIVE ELECTIONS

Body of electors	2019	
	Number registered	As % of voters
Technical staff	14,818	53%
Executive staff	26,980	50%

### 612 | TOTAL NUMBER OF HOURS ALLOWED FOR EMPLOYEE REPRESENTATION ACTIVITIES

As and when regions were set up in 2019, 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 504,049 hours in 2019, including committee meetings or meetings with management.

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

2017	2018	2019
2,111	1,491	<b>385</b>
Number of meetings		

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

- 28/06/2019: Employee Profit-sharing agreement of BNPP results 2019\_2020\_2021
- 10/12/2019: Amendment n°6 of the agreement defining the rules of employee contribution under the Company Savings Plan.

**REMUNERATION**

- 19/12/2019: Agreement relative to the annual negotiation concerning the remuneration for 2020.

**SOCIAL DIALOGUE AND EMPLOYEE REPRESENTATION BODIES**

- 15/09/2019: Agreement relative to the inter institutional supporting coordinators

**ELECTION OF EMPLOYEE REPRESENTATIVES**

- 30/01/2019: Protocol agreement for Employee Representative Bodies pre-electoral election at Economic and Social Committee of BNPP
- 12/02/2019: Amendment to electoral protocol agreement

**HOME OFFICE**

- 19/12/2019: 2<sup>nd</sup> amendment to the agreement of June 29, 2016 on the continuation and expansion of experimenting with regular home office and experimenting with home office.

**DIVERSITY**

- 09/07/2019: 2<sup>nd</sup> amendment to the agreement of 02/08/2016 related to generation contract within BNP Paribas SA
- 18/07/2019: Amendment to diversity agreement within BNP Paribas SA
- 23/10/2019: Agreement on the employment and inclusion of handicap people 2020-2022
- 10/12/2019: Third amendment on the agreement of August 2, 2016 related to generation contract
- 10/12/2019: Second amendment to the agreement of May 30, 2016, related to diversity

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

2017	2018	2019
165	113	<b>136</b>



## 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 mobile "as mobile as you are" is Group BNP Paribas' intranet that is deployed to our 200,000 collaborators and serves as the internal media reference for the group. Echonet mobile permits collaborators to be informed of the latest news and information about the group, its strategy, and economic stakes. It simultaneously provides recent news and substantive content on activity within the Group by offering innovative, modern formats (video, infographics, podcasts...), adapted to the new uses of information consumption that favours the engagement of collaborators (likes, commentary,...).

Since October 1, 2019, the Group Intranet is responsive (desktop, tablet and smartphone) and accessible on both professional and personal devices.

- From webzines to newsletter on professions/roles.

Information transmitted by means of internal, targeted mass-mailing as well as holding meetings, the declaration of circular notes, procedures, etc.

The growing use of internal social networks within companies also clearly shows the use of these means in collaborative and transversal exchanges.

Internal communication addresses all of the collaborators of the group with the following objectives:

- Explaining the organisation and strategy of the company,
- Promoting the culture and values of BNP Paribas,
- Reinforcing the adhesion of collaborators and arousing a feeling of pride through affiliation.

Internal communication focuses its efforts on the sharing of information, the exchanges between collaborators, and the synergies between professions. Through Echonet mobile and the different webzines and professional/role newsletters made available them, collaborators have been informed of the news and events that have made a mark on the business. They have been made aware of the regulatory requirements, major projects, and strategy put in place by the Group.

Echonet mobile invites collaborators to comment and like the articles, news, and information provided. These comments initiates conversations and exchanges between everyone.



## 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)

2017	2018		2019
12.11	12.65	Restaurants	12.74
9.85	10.33	Commuting	10.40
1.72	1.93	Medical expenses (Paris and the Provinces)	2.01
7.39	8.01	Family benefits	8.01
0.97	0.79	Miscellaneous benefits	0.66
<b>32.04</b>	<b>33.71</b>	<b>TOTAL</b>	<b>33.82</b>

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

2017	2018		2019
31.91	30.98	Contribution to midday meal expenses	31.39
<b>Family welfare</b>			
4.30	4.10	Contribution to childminding fees	4.18
0.07	0.07	Miscellaneous aid	0.07
4.37	4.17	<b>TOTAL</b>	4.25
<b>Leisure activities</b>			
18.00	18.35	Summer camp and contribution to employees' holidays	19.36
2.37	2.37	A.S.C	2.37
0.07	0.13	Miscellaneous	0.05
20.44	20.85	<b>TOTAL</b>	21.78
14.06	14.11	<b>Locally based activities</b>	14.11
<b>Miscellaneous</b>			
1.72	1.48	Administrative costs	1.37
1.00	0.60	Investments	0.67
2.72	2.08	<b>TOTAL</b>	2.04
73.50	72.19	<b>GRAND TOTAL</b>	73.57

Estimate of spending for the reference year.

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

2017	2018		2019
32.04	33.71	Budget allocated by Senior Management	33.82
73.50	72.19	Budget allocated to the Central Works Council*	73.57
105.54	105.90	<b>TOTAL</b>	107.39

\* 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 SA employees and, on a voluntary basis, the health expenses of their spouse and children, and retired persons.

In 2019, the employer's contribution amounted to € 15.13 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 2019 financial year, the employer's contribution amounted to € 19.04 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 2019, payments made by the company amounted to € 24.93 millions.





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**BNP PARIBAS**

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