

# SOCIAL REPORT 2021

## BNP PARIBAS SA



GROUP HUMAN RESOURCES



**BNP PARIBAS**

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world



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- 11 - HEADCOUNTS
- 12 - NON-BNP PARIBAS EMPLOYEES
- 13 - RECRUITMENTS
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- 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)

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
16,066	21,324	37,390	15,441	20,481	35,922	15,275	20,107	35,382
407	1,183	1,590	391	1,179	1,570	377	1,169	1,546
969	989	1,958	913	930	1,843	1,052	925	1,977
<b>17,442</b>	<b>23,496</b>	<b>40,938</b>	<b>16,745</b>	<b>22,590</b>	<b>39,335</b>	<b>16,704</b>	<b>22,201</b>	<b>38,905</b>
498	470	968	475	447	922	472	441	913
378	104	482	338	101	439	295	81	376
<b>18,318</b>	<b>24,070</b>	<b>42,388</b>	<b>17,558</b>	<b>23,138</b>	<b>40,696</b>	<b>17,471</b>	<b>22,723</b>	<b>40,194</b>

\*\*Including 59 employees received on secondment in 2019, 61 employees received on secondment in 2020 and 81 employees received on secondment in 2021.

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
4,123	9,887	14,010	3,690	9,021	12,711	3,654	8,519	12,173
13,319	13,609	26,928	13,055	13,569	26,624	13,050	13,682	26,732
<b>17,442</b>	<b>23,496</b>	<b>40,938</b>	<b>16,745</b>	<b>22,590</b>	<b>39,335</b>	<b>16,704</b>	<b>22,201</b>	<b>38,905</b>
						TOTAL		

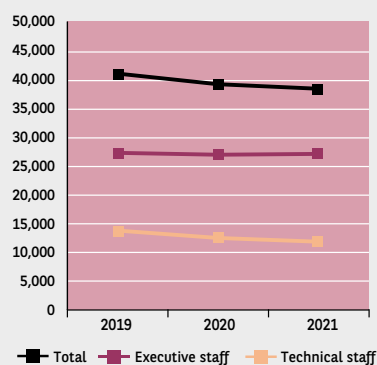
**111-B | BREAKDOWN OF TOTAL HEADCOUNT PER CATEGORY**

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
29.4	70.6	100.0	29.0	71.0	100.0	30.0	70.0	100.0
49.5	50.5	100.0	49.0	51.0	100.0	48.8	51.2	100.0
<b>42.6</b>	<b>57.4</b>	<b>100.0</b>	<b>42.6</b>	<b>57.4</b>	<b>100.0</b>	<b>42.9</b>	<b>57.1</b>	<b>100.0</b>
						% TOTAL		

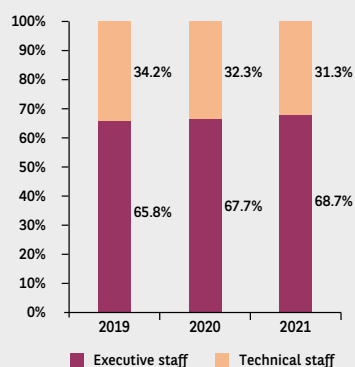
**111-B | BREAKDOWN OF TOTAL HEADCOUNT BY GENDER**

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
23.6	42.1	34.2	22.0	39.9	32.3	21.9	38.4	31.3
76.4	57.9	65.8	78.0	60.1	67.7	78.1	61.6	68.7
<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		

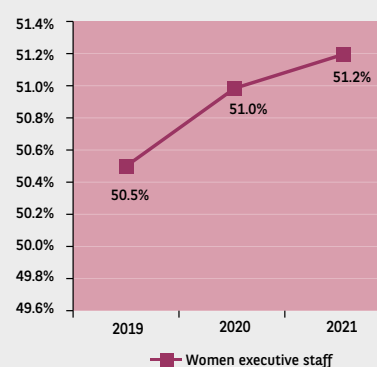
Change in headcount



Change in headcount (as a %)



Change in women executive staff (as a %)

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
4,067	9,283	13,350	3,635	8,450	12,085	3,604	7,987	11,591
13,274	13,246	26,520	13,003	13,205	26,208	12,999	13,318	26,317
<b>17,341</b>	<b>22,529</b>	<b>39,870</b>	<b>16,638</b>	<b>21,655</b>	<b>38,293</b>	<b>16,603</b>	<b>21,305</b>	<b>37,908</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

2019			2020			2021			
Men	Women	Total	Men	Women	Total	Men	Women	Total	
2,576	5,683	<b>8,259</b>	2,421	5,370	<b>7,791</b>	Technical staff	2,158	4,923	<b>7,081</b>
12,279	11,071	<b>23,350</b>	12,302	11,343	<b>23,645</b>	Executive staff	11,906	11,205	<b>23,111</b>
<b>14,855</b>	<b>16,754</b>	<b>31,609</b>	<b>14,723</b>	<b>16,713</b>	<b>31,436</b>	<b>TOTAL</b>	<b>14,064</b>	<b>16,128</b>	<b>30,192</b>

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)

2019			2020			2021			
Men	Women	Total	Men	Women	Total	Men	Women	Total	
<b>Paid headcount</b>									
202	354	<b>556</b>	31	91	<b>122</b>	Technical staff	64	103	<b>167</b>
71	95	<b>166</b>	58	68	<b>126</b>	Executive staff	59	59	<b>118</b>
<b>273</b>	<b>449</b>	<b>722</b>	<b>89</b>	<b>159</b>	<b>248</b>	<b>Total</b>	<b>123</b>	<b>162</b>	<b>285</b>
<b>Unpaid absentees</b>									
6	8	<b>14</b>	1	2	<b>3</b>	Technical staff	2	0	<b>2</b>
1	2	<b>3</b>	0	1	<b>1</b>	Executive staff	1	0	<b>1</b>
<b>7</b>	<b>10</b>	<b>17</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>Total</b>	<b>3</b>	<b>0</b>	<b>3</b>
<b>Apprenticeship*</b>									
554	516	<b>1,070</b>	685	701	<b>1,386</b>	Technical staff	934	812	<b>1,746</b>
4	0	<b>4</b>	5	1	<b>6</b>	Executive staff	1	4	<b>5</b>
<b>558</b>	<b>516</b>	<b>1,074</b>	<b>690</b>	<b>702</b>	<b>1,392</b>	<b>Total</b>	<b>935</b>	<b>816</b>	<b>1,751</b>
<b>Other work-study contracts</b>									
411	473	<b>884</b>	223	228	<b>451</b>	Technical staff	117	109	<b>226</b>
0	0	<b>0</b>	0	0	<b>0</b>	Executive staff	0	0	<b>0</b>
<b>411</b>	<b>473</b>	<b>884</b>	<b>223</b>	<b>228</b>	<b>451</b>	<b>Total</b>	<b>117</b>	<b>109</b>	<b>226</b>
<b>TOTAL</b>									
1,173	1,351	<b>2,524</b>	940	1,022	<b>1,962</b>	Technical staff	1,117	1,024	<b>2,141</b>
76	97	<b>173</b>	63	70	<b>133</b>	Executive staff	61	63	<b>124</b>
<b>1,249</b>	<b>1,448</b>	<b>2,697</b>	<b>1,003</b>	<b>1,092</b>	<b>2,095</b>	<b>TOTAL</b>	<b>1,178</b>	<b>1,087</b>	<b>2,265</b>

\* Including 5 Industrial Training & Research Agreement (CIFRE) contracts in 2021.

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

2019	2020	2021	
14,533	13,427	Technical staff	12,373
26,885	26,702	Executive staff	26,550
<b>41,418</b>	<b>40,129</b>	<b>TOTAL</b>	<b>38,923</b>

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

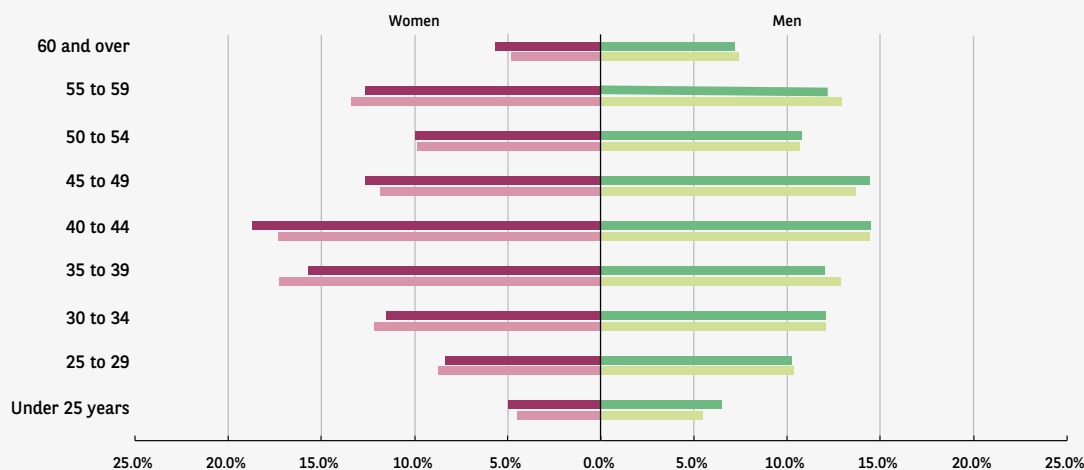
**115/116 | BREAKDOWN OF TOTAL HEADCOUNT BY GENDER AND BY AGE AS AT DECEMBER 31<sup>st</sup> (one for one)**

2019						2020						2021						
M	%	W	%	Total	%	M	%	W	%	Total	%	M	%	W	%	Total	%	
<b>UNDER 25</b>																		
905	22.0	1,047	10.6	<b>1,952</b>	<b>13.9</b>	807	21.9	914	10.1	<b>1,721</b>	<b>13.5</b>	Technical staff	909	24.9	920	10.8	<b>1,829</b>	<b>15.0</b>
161	1.2	191	1.4	<b>352</b>	<b>1.3</b>	118	0.9	113	0.8	<b>231</b>	<b>0.9</b>	Executive staff	183	1.4	159	1.2	<b>342</b>	<b>1.3</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>925</b>	<b>5.5</b>	<b>1,027</b>	<b>4.5</b>	<b>1,952</b>	<b>5.0</b>	<b>TOTAL</b>	<b>1,092</b>	<b>6.5</b>	<b>1,079</b>	<b>4.9</b>	<b>2,171</b>	<b>5.6</b>
<b>25 TO 29 YEARS</b>																		
758	18.4	1,121	11.3	<b>1,879</b>	<b>13.4</b>	644	17.5	947	10.5	<b>1,591</b>	<b>12.5</b>	Technical staff	636	17.4	853	10.0	<b>1,489</b>	<b>12.2</b>
1,261	9.5	1,169	8.6	<b>2,430</b>	<b>9.0</b>	1,097	8.4	1,022	7.5	<b>2,119</b>	<b>8.0</b>	Executive staff	1,083	8.3	998	7.3	<b>2,081</b>	<b>7.8</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>1,741</b>	<b>10.4</b>	<b>1,969</b>	<b>8.7</b>	<b>3,710</b>	<b>9.4</b>	<b>TOTAL</b>	<b>1,719</b>	<b>10.3</b>	<b>1,851</b>	<b>8.3</b>	<b>3,570</b>	<b>9.2</b>
<b>30 TO 34 YEARS</b>																		
589	14.3	1,348	13.6	<b>1,937</b>	<b>13.8</b>	527	14.3	1,163	12.9	<b>1,690</b>	<b>13.3</b>	Technical staff	538	14.7	1,072	12.6	<b>1,610</b>	<b>13.2</b>
1,520	11.4	1,665	12.2	<b>3,185</b>	<b>11.8</b>	1,491	11.4	1,585	11.7	<b>3,076</b>	<b>11.6</b>	Executive staff	1,476	11.3	1,478	10.8	<b>2,954</b>	<b>11.1</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>2,018</b>	<b>12.1</b>	<b>2,748</b>	<b>12.2</b>	<b>4,766</b>	<b>12.1</b>	<b>TOTAL</b>	<b>2,014</b>	<b>12.1</b>	<b>2,550</b>	<b>11.5</b>	<b>4,564</b>	<b>11.7</b>
<b>35 TO 39 YEARS</b>																		
407	9.9	1,765	17.9	<b>2,172</b>	<b>15.5</b>	381	10.3	1,531	17.0	<b>1,912</b>	<b>15.0</b>	Technical staff	383	10.5	1,287	15.1	<b>1,670</b>	<b>13.7</b>
1,889	14.2	2,523	18.5	<b>4,412</b>	<b>16.4</b>	1,775	13.6	2,386	17.6	<b>4,161</b>	<b>15.6</b>	Executive staff	1,622	12.4	2,208	16.1	<b>3,830</b>	<b>14.3</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>2,156</b>	<b>12.9</b>	<b>3,917</b>	<b>17.3</b>	<b>6,073</b>	<b>15.4</b>	<b>TOTAL</b>	<b>2,005</b>	<b>12.0</b>	<b>3,495</b>	<b>15.7</b>	<b>5,500</b>	<b>14.1</b>
<b>40 TO 44 YEARS</b>																		
291	7.1	1,205	12.2	<b>1,496</b>	<b>10.7</b>	315	8.5	1,295	14.4	<b>1,610</b>	<b>12.7</b>	Technical staff	309	8.5	1,388	16.3	<b>1,697</b>	<b>13.9</b>
2,158	16.2	2,501	18.4	<b>4,659</b>	<b>17.3</b>	2,103	16.1	2,617	19.3	<b>4,720</b>	<b>17.7</b>	Executive staff	2,116	16.2	2,757	20.2	<b>4,873</b>	<b>18.2</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>2,418</b>	<b>14.4</b>	<b>3,912</b>	<b>17.3</b>	<b>6,330</b>	<b>16.1</b>	<b>TOTAL</b>	<b>2,425</b>	<b>14.5</b>	<b>4,145</b>	<b>18.7</b>	<b>6,570</b>	<b>16.9</b>
<b>45 TO 49 YEARS</b>																		
143	3.5	627	6.3	<b>770</b>	<b>5.5</b>	135	3.7	613	6.8	<b>748</b>	<b>5.9</b>	Technical staff	156	4.3	657	7.7	<b>813</b>	<b>6.7</b>
2,033	15.3	1,931	14.2	<b>3,964</b>	<b>14.7</b>	2,157	16.5	2,061	15.2	<b>4,218</b>	<b>15.8</b>	Executive staff	2,250	17.2	2,140	15.6	<b>4,390</b>	<b>16.4</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>2,292</b>	<b>13.7</b>	<b>2,674</b>	<b>11.8</b>	<b>4,966</b>	<b>12.6</b>	<b>TOTAL</b>	<b>2,406</b>	<b>14.4</b>	<b>2,797</b>	<b>12.6</b>	<b>5,203</b>	<b>13.4</b>
<b>50 TO 54 YEARS</b>																		
229	5.6	749	7.6	<b>978</b>	<b>7.0</b>	191	5.2	675	7.5	<b>866</b>	<b>6.8</b>	Technical staff	160	4.4	632	7.4	<b>792</b>	<b>6.5</b>
1,624	12.2	1,500	11.0	<b>3,124</b>	<b>11.6</b>	1,593	12.2	1,543	11.4	<b>3,136</b>	<b>11.8</b>	Executive staff	1,641	12.6	1,591	11.6	<b>3,232</b>	<b>12.1</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>1,784</b>	<b>10.7</b>	<b>2,218</b>	<b>9.8</b>	<b>4,002</b>	<b>10.2</b>	<b>TOTAL</b>	<b>1,801</b>	<b>10.8</b>	<b>2,223</b>	<b>10.0</b>	<b>4,024</b>	<b>10.3</b>
<b>55 TO 59 YEARS</b>																		
514	12.5	1,555	15.7	<b>2,069</b>	<b>14.8</b>	401	10.9	1,383	15.3	<b>1,784</b>	<b>14.0</b>	Technical staff	319	8.7	1,133	13.3	<b>1,452</b>	<b>11.9</b>
1,794	13.5	1,589	11.7	<b>3,383</b>	<b>12.6</b>	1,766	13.5	1,652	12.2	<b>3,418</b>	<b>12.8</b>	Executive staff	1,721	13.2	1,657	12.1	<b>3,378</b>	<b>12.6</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>2,167</b>	<b>12.9</b>	<b>3,035</b>	<b>13.4</b>	<b>5,202</b>	<b>13.2</b>	<b>TOTAL</b>	<b>2,040</b>	<b>12.2</b>	<b>2,790</b>	<b>12.6</b>	<b>4,830</b>	<b>12.4</b>
<b>60 AND OVER</b>																		
287	7.0	470	4.8	<b>757</b>	<b>5.4</b>	289	7.8	500	5.5	<b>789</b>	<b>6.2</b>	Technical staff	244	6.7	577	6.8	<b>821</b>	<b>6.7</b>
879	6.6	540	4.0	<b>1,419</b>	<b>5.3</b>	955	7.3	590	4.3	<b>1,545</b>	<b>5.8</b>	Executive staff	958	7.3	694	5.1	<b>1,652</b>	<b>6.2</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>1,244</b>	<b>7.4</b>	<b>1,090</b>	<b>4.8</b>	<b>2,334</b>	<b>5.9</b>	<b>TOTAL</b>	<b>1,202</b>	<b>7.2</b>	<b>1,271</b>	<b>5.7</b>	<b>2,473</b>	<b>6.4</b>
<b>17,442</b>	<b>100</b>	<b>23,496</b>	<b>100</b>	<b>40,938</b>	<b>100</b>	<b>16,745</b>	<b>100</b>	<b>22,590</b>	<b>100</b>	<b>39,335</b>	<b>100</b>	<b>GLOBAL</b>	<b>16,704</b>	<b>100</b>	<b>22,201</b>	<b>100</b>	<b>38,905</b>	<b>100</b>

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

**Age pyramid**  
(% of age brackets in men or women headcount)  
**Years 2020-2021**

- 2021 Women
- 2021 Men
- 2020 Women
- 2020 Men

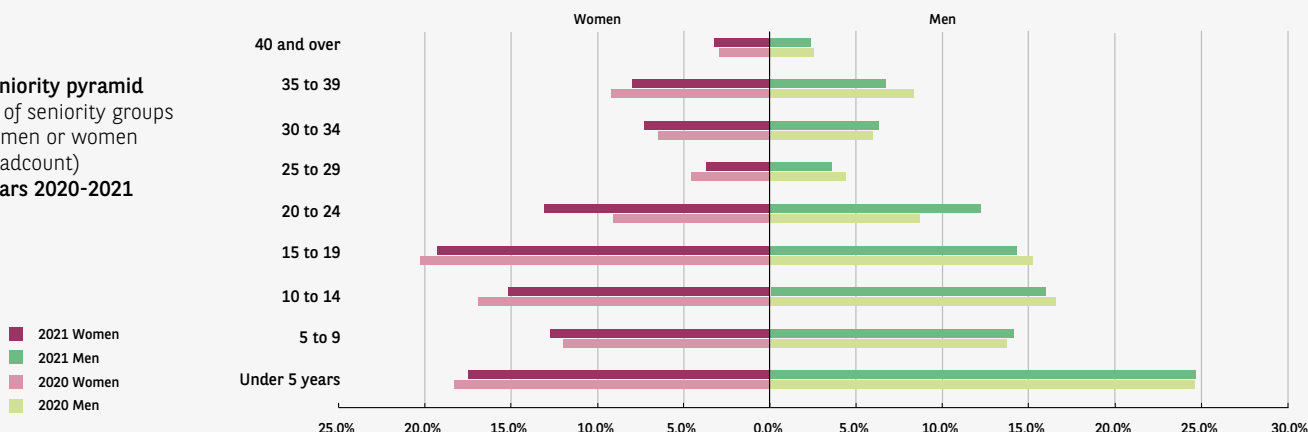


115/117 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY LENGTH OF SERVICE AS AT DECEMBER 31<sup>st</sup> (one for one)

2019						2020						2021						
M	%	W	%	Total	%	M	%	W	%	Total	%	M	%	W	%	Total	%	
<b>LESS THAN 5 YEARS</b>																		
1,810	43.9	2,267	22.9	<b>4,077</b>	<b>29.1</b>	1,532	41.5	1,896	21.0	<b>3,428</b>	<b>27.0</b>	Technical staff	1,702	46.6	1,890	22.2	<b>3,592</b>	<b>29.5</b>
2,909	21.8	2,604	19.1	<b>5,513</b>	<b>20.5</b>	2,587	19.8	2,234	16.5	<b>4,821</b>	<b>18.1</b>	Executive staff	2,420	18.5	1,994	14.6	<b>4,414</b>	<b>16.5</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>4,119</b>	<b>24.6</b>	<b>4,130</b>	<b>18.3</b>	<b>8,249</b>	<b>21.0</b>	<b>TOTAL</b>	<b>4,122</b>	<b>24.7</b>	<b>3,884</b>	<b>17.5</b>	<b>8,006</b>	<b>20.6</b>
<b>5 TO 9 YEARS</b>																		
580	14.1	1,344	13.6	<b>1,924</b>	<b>13.7</b>	597	16.2	1,153	12.8	<b>1,750</b>	<b>13.8</b>	Technical staff	566	15.5	1,063	12.5	<b>1,629</b>	<b>13.4</b>
1,795	13.5	1,531	11.2	<b>3,326</b>	<b>12.4</b>	1,705	13.1	1,566	11.5	<b>3,271</b>	<b>12.3</b>	Executive staff	1,785	13.7	1,757	12.8	<b>3,542</b>	<b>13.3</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>2,302</b>	<b>13.7</b>	<b>2,719</b>	<b>12.0</b>	<b>5,021</b>	<b>12.8</b>	<b>TOTAL</b>	<b>2,351</b>	<b>14.1</b>	<b>2,820</b>	<b>12.7</b>	<b>5,171</b>	<b>13.3</b>
<b>10 TO 14 YEARS</b>																		
398	9.7	1,519	15.4	<b>1,917</b>	<b>13.7</b>	377	10.2	1,400	15.5	<b>1,777</b>	<b>14.0</b>	Technical staff	357	9.8	1,239	14.5	<b>1,596</b>	<b>13.1</b>
2,400	18.0	2,578	18.9	<b>4,978</b>	<b>18.5</b>	2,401	18.4	2,427	17.9	<b>4,828</b>	<b>18.1</b>	Executive staff	2,298	17.6	2,133	15.6	<b>4,431</b>	<b>16.6</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>2,778</b>	<b>16.6</b>	<b>3,827</b>	<b>16.9</b>	<b>6,895</b>	<b>16.8</b>	<b>TOTAL</b>	<b>2,655</b>	<b>15.9</b>	<b>3,372</b>	<b>15.2</b>	<b>6,027</b>	<b>15.5</b>
<b>15 TO 19 YEARS</b>																		
296	7.2	1,655	16.7	<b>1,951</b>	<b>13.9</b>	297	8.0	1,649	18.3	<b>1,946</b>	<b>15.3</b>	Technical staff	273	7.5	1,471	17.3	<b>1,744</b>	<b>14.3</b>
2,231	16.8	2,835	20.8	<b>5,066</b>	<b>18.8</b>	2,256	17.3	2,932	21.6	<b>5,188</b>	<b>19.5</b>	Executive staff	2,108	16.2	2,821	20.6	<b>4,929</b>	<b>18.4</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>2,553</b>	<b>15.2</b>	<b>4,581</b>	<b>20.3</b>	<b>7,134</b>	<b>18.1</b>	<b>TOTAL</b>	<b>2,381</b>	<b>14.3</b>	<b>4,292</b>	<b>19.3</b>	<b>6,673</b>	<b>17.2</b>
<b>20 TO 24 YEARS</b>																		
77	1.9	395	4.0	<b>472</b>	<b>3.4</b>	86	2.3	503	5.6	<b>589</b>	<b>4.6</b>	Technical staff	125	3.4	737	8.7	<b>862</b>	<b>7.1</b>
1,040	7.8	1,128	8.3	<b>2,168</b>	<b>8.1</b>	1,371	10.5	1,553	11.4	<b>2,924</b>	<b>11.0</b>	Executive staff	1,915	14.7	2,162	15.8	<b>4,077</b>	<b>15.3</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>1,457</b>	<b>8.7</b>	<b>2,056</b>	<b>9.1</b>	<b>3,513</b>	<b>8.9</b>	<b>TOTAL</b>	<b>2,040</b>	<b>12.2</b>	<b>2,899</b>	<b>13.1</b>	<b>4,939</b>	<b>12.7</b>
<b>25 TO 29 YEARS</b>																		
148	3.6	517	5.2	<b>665</b>	<b>4.7</b>	100	2.7	354	3.9	<b>454</b>	<b>3.6</b>	Technical staff	73	2.0	230	2.7	<b>303</b>	<b>2.5</b>
790	5.9	869	6.4	<b>1,659</b>	<b>6.2</b>	638	4.9	688	5.1	<b>1,326</b>	<b>5.0</b>	Executive staff	528	4.0	589	4.3	<b>1,117</b>	<b>4.2</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>738</b>	<b>4.4</b>	<b>1,042</b>	<b>4.6</b>	<b>1,780</b>	<b>4.5</b>	<b>TOTAL</b>	<b>601</b>	<b>3.6</b>	<b>819</b>	<b>3.7</b>	<b>1,420</b>	<b>3.6</b>
<b>30 TO 34 YEARS</b>																		
140	3.4	472	4.8	<b>612</b>	<b>4.4</b>	147	4.0	540	6.0	<b>687</b>	<b>5.4</b>	Technical staff	145	4.0	574	6.7	<b>719</b>	<b>5.9</b>
754	5.7	798	5.9	<b>1,552</b>	<b>5.8</b>	843	6.5	937	6.9	<b>1,780</b>	<b>6.7</b>	Executive staff	902	6.9	1,055	7.7	<b>1,957</b>	<b>7.3</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>990</b>	<b>5.9</b>	<b>1,477</b>	<b>6.5</b>	<b>2,467</b>	<b>6.3</b>	<b>TOTAL</b>	<b>1,047</b>	<b>6.3</b>	<b>1,629</b>	<b>7.3</b>	<b>2,676</b>	<b>6.9</b>
<b>35 TO 39 YEARS</b>																		
413	11.2	1,121	12.4	<b>1,534</b>	<b>12.1</b>	413	11.2	1,121	12.4	<b>1,534</b>	<b>12.1</b>	Technical staff	292	8.0	905	10.6	<b>1,197</b>	<b>9.8</b>
981	7.5	963	7.1	<b>1,944</b>	<b>7.3</b>	981	7.5	963	7.1	<b>1,944</b>	<b>7.3</b>	Executive staff	833	6.4	871	6.4	<b>1,704</b>	<b>6.4</b>
<b>1,394</b>	<b>8.3</b>	<b>2,084</b>	<b>9.2</b>	<b>3,478</b>	<b>8.8</b>	<b>1,394</b>	<b>8.3</b>	<b>2,084</b>	<b>9.2</b>	<b>3,478</b>	<b>8.8</b>	<b>TOTAL</b>	<b>1,125</b>	<b>6.7</b>	<b>1,776</b>	<b>8.0</b>	<b>2,901</b>	<b>7.5</b>
<b>40 YEARS AND OVER</b>																		
173	4.2	442	4.5	<b>615</b>	<b>4.4</b>	141	3.8	405	4.5	<b>546</b>	<b>4.3</b>	Technical staff	121	3.3	410	4.8	<b>531</b>	<b>4.4</b>
323	2.4	283	2.1	<b>606</b>	<b>2.3</b>	273	2.1	269	2.0	<b>542</b>	<b>2.0</b>	Executive staff	261	2.0	300	2.2	<b>561</b>	<b>2.1</b>
<b>496</b>	<b>2.8</b>	<b>725</b>	<b>3.1</b>	<b>1,221</b>	<b>3.0</b>	<b>414</b>	<b>2.5</b>	<b>674</b>	<b>3.0</b>	<b>1,088</b>	<b>2.8</b>	<b>TOTAL</b>	<b>382</b>	<b>2.3</b>	<b>710</b>	<b>3.2</b>	<b>1,092</b>	<b>2.8</b>
<b>17,442</b>	<b>100</b>	<b>23,496</b>	<b>100</b>	<b>40,938</b>	<b>100</b>	<b>16,745</b>	<b>100</b>	<b>22,590</b>	<b>100</b>	<b>39,335</b>	<b>100</b>	<b>GLOBAL</b>	<b>16,704</b>	<b>100</b>	<b>22,201</b>	<b>100</b>	<b>38,905</b>	<b>100</b>

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

**Seniority pyramid**  
(% of seniority groups in men or women headcount)  
Years 2020-2021





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

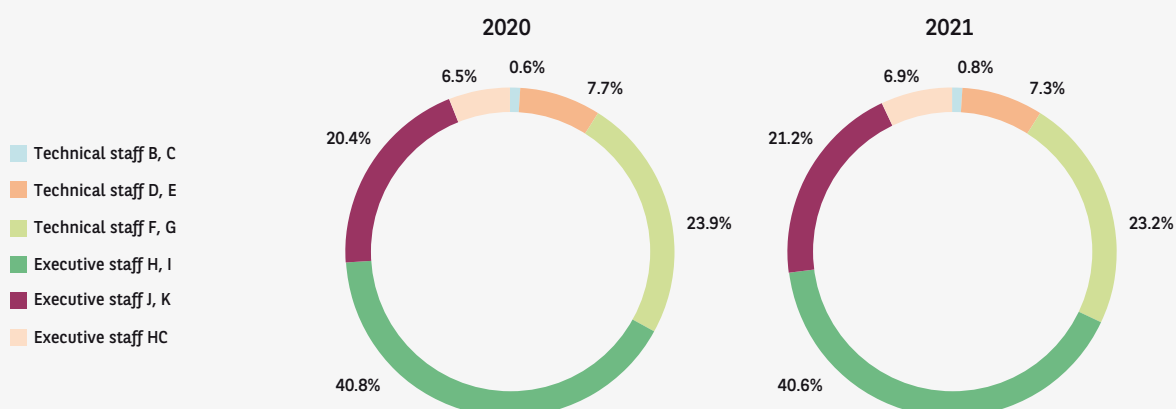
2019				2020				2021				
French		Foreigners		French		Foreigners		French		Foreigners		
Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
3,919	9,629	204	258	3,498	8,781	192	240	Technical staff	3,430	8,251	224	268
12,715	12,918	604	691	12,422	12,880	633	689	Executive staff	12,405	12,995	645	687
<b>16,634</b>	<b>22,547</b>	<b>808</b>	<b>949</b>	<b>15,920</b>	<b>21,661</b>	<b>825</b>	<b>929</b>	<b>TOTAL</b>	<b>15,835</b>	<b>21,246</b>	<b>869</b>	<b>955</b>
<b>39,181</b>		<b>1,757</b>		<b>37,581</b>		<b>1,754</b>			<b>37,081</b>		<b>1,824</b>	

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

2019					2020					2021					Objective of woman framework in %	
M	%	W	%	Total	M	%	W	%	Total	M	%	W	%	Total		
10	27.0	27	73.0	<b>37</b>	10	29.4	24	70.6	<b>34</b>	B	10	31.3	22	68.8	<b>32</b>	
108	37.2	182	62.8	<b>290</b>	80	36.5	139	63.5	<b>219</b>	C	123	44.1	156	55.9	<b>279</b>	
518	41.0	745	59.0	<b>1,263</b>	355	38.3	572	61.7	<b>927</b>	D	383	41.5	540	58.5	<b>923</b>	
825	32.2	1,741	67.8	<b>2,566</b>	730	34.6	1,382	65.4	<b>2,112</b>	E	691	36.3	1,214	63.7	<b>1,905</b>	
1,139	24.2	3,564	75.8	<b>4,703</b>	1,020	23.8	3,258	76.2	<b>4,278</b>	F	1,004	24.5	3,088	75.5	<b>4,092</b>	
1,523	29.6	3,628	70.4	<b>5,151</b>	1,495	29.1	3,646	70.9	<b>5,141</b>	G	1,443	29.2	3,499	70.8	<b>4,942</b>	
<b>4,123</b>	<b>29.4</b>	<b>9,887</b>	<b>70.6</b>	<b>14,010</b>	<b>3,690</b>	<b>29.0</b>	<b>9,021</b>	<b>71.0</b>	<b>12,711</b>	<b>Technical staff</b>	<b>3,654</b>	<b>30.0</b>	<b>8,519</b>	<b>70.0</b>	<b>12,173</b>	
3,846	39.9	5,783	60.1	<b>9,629</b>	3,502	38.7	5,541	61.3	<b>9,043</b>	H	3,412	38.4	5,480	61.6	<b>8,892</b>	60.0
3,491	50.0	3,487	50.0	<b>6,978</b>	3,436	49.0	3,576	51.0	<b>7,012</b>	I	3,319	48.0	3,589	52.0	<b>6,908</b>	51.0
2,738	55.1	2,228	44.9	<b>4,966</b>	2,812	55.2	2,279	44.8	<b>5,091</b>	J	2,899	55.4	2,333	44.6	<b>5,232</b>	47.0
1,746	59.4	1,195	40.6	<b>2,941</b>	1,697	58.2	1,217	41.8	<b>2,914</b>	K	1,745	57.9	1,269	42.1	<b>3,014</b>	42.0
1,498	62.1	916	37.9	<b>2,414</b>	1,608	62.7	956	37.3	<b>2,564</b>	HC	1,675	62.4	1,011	37.6	<b>2,686</b>	38.0
<b>13,319</b>	<b>49.5</b>	<b>13,609</b>	<b>50.5</b>	<b>26,928</b>	<b>13,055</b>	<b>49.0</b>	<b>13,569</b>	<b>51.0</b>	<b>26,624</b>	<b>Executive staff</b>	<b>13,050</b>	<b>48.8</b>	<b>13,682</b>	<b>51.2</b>	<b>26,732</b>	
<b>17,442</b>	<b>42.6</b>	<b>23,496</b>	<b>57.4</b>	<b>40,938</b>	<b>16,745</b>	<b>42.6</b>	<b>22,590</b>	<b>57.4</b>	<b>39,335</b>	<b>TOTAL</b>	<b>16,704</b>	<b>42.9</b>	<b>22,201</b>	<b>57.1</b>	<b>38,905</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\*

2019	2020	2021
7,227	6,768	<b>7,186</b>

\*Data from the month of December during the year under review.

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

2019	2020	2021
13	29	<b>55</b>

### 122 | NUMBER OF INTERNS (schools, universities...) internships longer than 1 week

2019	2020	2021
2,779	1,951	<b>2,432</b>

### 123 | AVERAGE MONTHLY HEADCOUNT OF TEMPORARY EMPLOYEES

2019	2020	2021
926	798	<b>823</b>

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

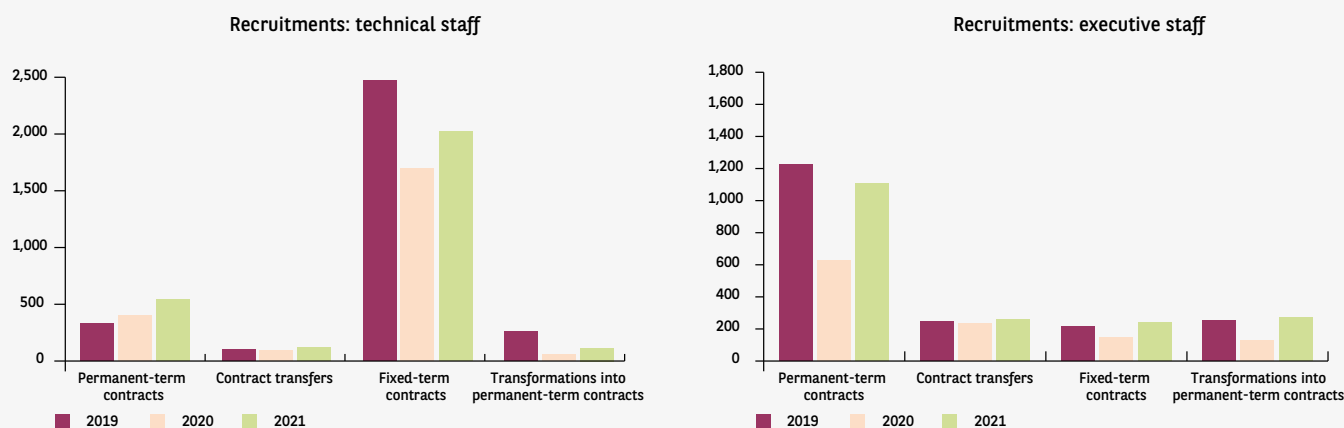
2019	2020	2021
40	50	<b>59</b>

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)

2019						2020						130-A Total recruitments	2021					
Technical staff		Executive staff		Total		Technical staff		Executive staff		Total			Technical staff		Executive staff		Total	
M	W	M	W	M	W	M	W	M	W	M	W		M	W	M	W	M	W
1,359	1,819	998	942	2,357	2,761	998	1,249	614	538	1,612	1,787	1,271	1,505	1,070	820	2,341	2,325	
146	189	678	543	824	732	175	227	384	247	559	474	230	303	699	406	929	709	
24	86	112	136	136	222	25	63	108	132	133	195	25	94	142	125	167	219	
1,092	1,383	84	134	1,176	1,517	777	919	60	91	837	1,010	977	1,035	105	142	1,082	1,177	
97	161	124	129	221	290	21	40	62	68	83	108	39	73	124	147	163	220	
785	930	149	177	934	1,107	643	762	95	97	738	859	780	844	205	187	985	1,031	

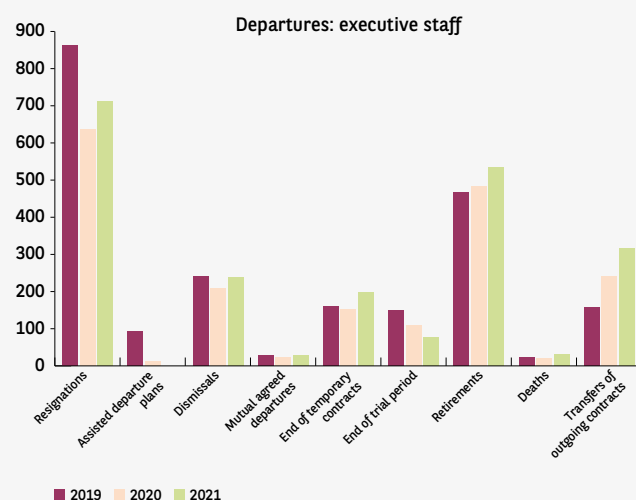
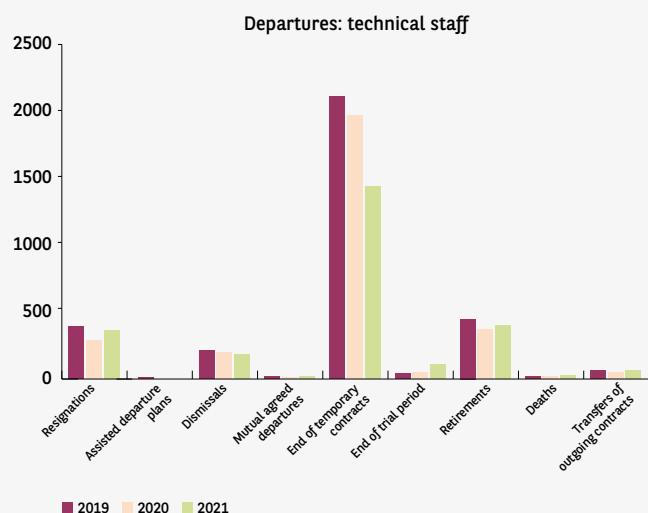
*134 - Out of which number of recruits aged 25 or less*

### 133 | NUMBER OF SEASONAL WORKERS

2019	2020	2021
5,244	4,058	4,166

## 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)

2019						2020						2021					
Technical staff		Executive staff		Total		Technical staff		Executive staff		Total		Technical staff		Executive staff		Total	
M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W
1,344	1,958	1,173	1,004	2,517	2,962	1,234	1,689	997	880	2,231	2,569	1,055	1,520	1,150	974	2,205	2,494
156	234	456	408	612	642	104	180	316	322	420	502	127	234	389	323	516	557
0	8	46	44	46	52	0	0	3	6	3	6	0	0	0	0	0	0
78	136	126	115	204	251	56	138	109	98	165	236	52	130	114	123	166	253
2	11	13	14	15	25	3	5	8	12	11	17	8	6	11	15	19	21
914	1,199	53	107	967	1,306	892	1,069	58	94	950	1,163	644	789	81	118	725	907
17	22	91	57	108	79	19	27	68	39	87	66	49	65	51	24	100	89
151	295	293	175	444	470	137	230	296	187	433	417	142	252	319	213	461	465
8	9	16	6	24	15	6	9	13	5	19	14	9	10	22	7	31	17
18	44	79	78	97	122	17	31	126	117	143	148	24	34	163	151	187	185
141 - Total departures												1,055	1,520	1,150	974	2,205	2,494
142 - Resignations												127	234	389	323	516	557
143 - Assisted departure plans												0	0	0	0	0	0
144 - Dismissals												52	130	114	123	166	253
144-A - Mutual agreed departures												8	6	11	15	19	21
145 - End of temporary contracts												644	789	81	118	725	907
146 - End of trial period												49	65	51	24	100	89
147 - Retirements												142	252	319	213	461	465
148 - Deaths												9	10	22	7	31	17
140-A - Transfers of outgoing contracts												24	34	163	151	187	185

## OVERVIEW: RECRUITMENTS/DEPARTURES

2019	2020		2021
41,883	40,938	Headcount in previous year	39,335
5,118	3,399	130-A - Total recruitments	4,666
-5,479	-4,800	141 - Total departures	-4,699
-73	-11	Balance of appointments with other Group entities	-14
-511	-191	Transformation into Permanent-Term Contracts*	-383
40,938	39,335	Headcount in current year	38,905

\* Included in recruitments, not included in departures.

## 15 | CAREER DEVELOPMENT

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

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
0	0	0	0	0	0	C	0	0	0
7	3	10	7	4	11	D	4	4	8
70	134	204	49	71	120	E	40	66	106
115	401	516	121	294	415	F	87	212	299
162	515	677	179	457	636	G	137	374	511
354	1,053	1,407	356	826	1,182	Technical staff	268	656	924
175	377	552	123	312	435	H	110	276	386
406	484	890	356	404	760	I	316	342	658
348	296	644	310	247	557	J	323	297	620
153	137	290	156	149	305	K	196	157	353
80	71	151	83	66	149	HC	81	91	172
1,162	1,365	2,527	1,028	1,178	2,206	Executive staff	1,026	1,163	2,189
<b>1,516</b>	<b>2,418</b>	<b>3,934</b>	<b>1,384</b>	<b>2,004</b>	<b>3,388</b>	TOTAL	<b>1,294</b>	<b>1,819</b>	<b>3,113</b>

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

2018			2019				2020		
Men	Women	Total	Men	Women	Total		Men	Women	Total
3,391	8,961	12,352	2,984	8,196	11,180	Technical staff	2,611	7,410	10,021
11,708	12,035	23,743	11,604	12,234	23,838	Executive staff	11,241	12,134	23,375
<b>15,099</b>	<b>20,996</b>	<b>36,095</b>	<b>14,588</b>	<b>20,430</b>	<b>35,018</b>	TOTAL	<b>13,852</b>	<b>19,544</b>	<b>33,396</b>

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

### % OF PROMOTIONS IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MEN AND WOMEN

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
2.87	8.52	11.39	3.18	7.39	10.57	Technical staff	2.67	6.55	9.22
4.89	5.75	10.64	4.31	4.94	9.25	Executive staff	4.39	4.98	9.36
<b>4.20</b>	<b>6.70</b>	<b>10.90</b>	<b>3.95</b>	<b>5.72</b>	<b>9.68</b>	TOTAL	<b>3.87</b>	<b>5.45</b>	<b>9.32</b>

### % OF PROMOTIONS IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MEN OR WOMEN

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
10.44	11.75	11.39	11.93	10.08	10.57	Technical staff	10.26	8.85	9.22
9.92	11.34	10.64	8.86	9.63	9.25	Executive staff	9.13	9.58	9.36
<b>10.04</b>	<b>11.52</b>	<b>10.90</b>	<b>9.49</b>	<b>9.81</b>	<b>9.68</b>	TOTAL	<b>9.34</b>	<b>9.31</b>	<b>9.32</b>

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

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
0	1	1	0	0	0	C	1	0	1
22	38	60	14	21	35	D	3	9	12
49	201	250	45	114	159	E	33	104	137
177	624	801	144	471	615	F	154	483	637
169	604	773	187	501	688	G	171	499	670
417	1,468	1,885	390	1,107	1,497	Technical staff	362	1,095	1,457
868	1,344	2,212	826	1,173	1,999	H	777	1,130	1,907
841	860	1,701	843	706	1,549	I	916	843	1,759
658	594	1,252	718	476	1,194	J	888	632	1,520
489	348	837	420	231	651	K	663	393	1,056
438	324	762	431	296	727	HC	749	466	1,215
3,294	3,470	6,764	3,238	2,882	6,120	Executive staff	3,993	3,464	7,457
<b>3,711</b>	<b>4,938</b>	<b>8,649</b>	<b>3,628</b>	<b>3,989</b>	<b>7,617</b>	TOTAL	<b>4,355</b>	<b>4,559</b>	<b>8,914</b>

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

2018			2019				2020		
Men	Women	Total	Men	Women	Total		Men	Women	Total
3,391	8,961	12,352	2,984	8,196	11,180	Technical staff	2,611	7,410	10,021
13,189	12,891	26,080	13,082	13,128	26,210	Executive staff	12,830	13,071	25,901
16,580	21,852	38,432	16,066	21,324	37,390	TOTAL	15,441	20,481	35,922

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

## % IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MEN AND WOMEN

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
3.38	11.88	15.26	3.49	9.90	13.39	Technical staff	3.61	10.93	14.54
12.63	13.31	25.94	12.35	11.00	23.35	Executive staff	15.42	13.37	28.79
9.66	12.85	22.51	9.70	10.67	20.37	TOTAL	12.12	12.69	24.81

## % IN TERMS OF TOTAL TECHNICAL OR EXECUTIVE STAFF, MEN OR WOMEN

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
12.30	16.38	15.26	13.07	13.51	13.39	Technical staff	13.86	14.78	14.54
24.98	26.92	25.94	24.75	21.95	23.35	Executive staff	31.12	26.50	28.79
22.38	22.60	22.50	22.58	18.71	20.37	TOTAL	28.20	22.26	24.81

## 153-A | TOTAL STATUS REVIEWS

2019	2020		2021
12,583	11,005	Total number of status reviews	<b>12,027</b>
37	41	Average frequency of status reviews (in months)	<b>36</b>

## 16 | UNEMPLOYMENT

2019	2020		2021
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

2019	2020***		2021
1,622	2,067	Expressed as natural persons	<b>2,060</b>
1,721.00	NA	Expressed in unities of disability	<b>NA</b>
57	NA	Additional units related to ESAT* services	<b>NA</b>
NA	1,984.9	Expressed in BOETH workforce**	<b>1,960.8</b>
<b>1,778.00</b>	<b>NA</b>	<b>TOTAL NUMBER OF UNITS</b>	<b>NA</b>

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

\*\* BOETH workforce: beneficiaries from mandatory employment of handicap workers takes into account the participation rate, from the validity of handicap justification and from ages over 50 (> 50 ans \*1.5).

\*\*\* Updated data

A new regulatory framework was put into place January 1, 2020. The reform of obligation to employ handicap workers (OETH) modified the calculation of the employment rate and the contribution amount: declaration of the annual average company staff, taking into account all the recipients of obliged employment, particularly those on long term leave (based on their theoretical work contract). The employment rate doesn't reflect direct employment (portion of handicap workers actually present in the workforce). The stated employment (purchases of goods and services through adapted and protected sectors and from independent handicap workers) is encouraged via an applied deduction of the contributed amount.

## 172 | NUMBER OF WORKERS IN HANDICAP SITUATION FOLLOWING ACCIDENTS THAT OCCURRED ON COMPANY PREMISES (Expressed in physical persons)

2019	2020	2021
28	28	<b>25</b>

## 18 | ABSENTEEISM

2019				2020				2021				
Technical staff	Executive staff	Total	Ratio	Technical staff	Executive staff	Total	Ratio	Technical staff	Executive staff	Total	Ratio	
<b>DAYS OF ABSENTEEISM</b>												
437,931	352,751	<b>790,682</b>	<b>5.23 %</b>	505,427	403,919	<b>909,345</b>	<b>6.21 %</b>	<b>182 - illness</b>	415,824	366,680	<b>782,504</b>	<b>5.51 %</b>
12,162	10,738	<b>22,900</b>	<b>0.15 %</b>	8,229	7,647	<b>15,876</b>	<b>0.11 %</b>	<i>out of which 1 or 2 days* are consecutive</i>	7,391	5,830	<b>13,220</b>	<b>0.09 %</b>
27,990	24,443	<b>52,433</b>	<b>0.35 %</b>	26,719	23,268	<b>49,987</b>	<b>0.34 %</b>	<i>out of which 3 to 5 days* are consecutive</i>	19,226	16,914	<b>36,140</b>	<b>0.25 %</b>
397,779	317,570	<b>715,349</b>	<b>4.73 %</b>	470,479	373,005	<b>843,483</b>	<b>5.76 %</b>	<i>out of which more than 6 days* are consecutive</i>	389,207	343,937	<b>733,144</b>	<b>5.16 %</b>
13,564	12,977	<b>26,541</b>	<b>0.18 %</b>	13,391	16,349	<b>29,740</b>	<b>0.20 %</b>	<b>184 - Work-related and commuting accidents</b>	12,216	15,883	<b>28,099</b>	<b>0.20 %</b>
451,495	365,728	<b>817,223</b>	<b>5.41 %</b>	518,817	420,268	<b>939,085</b>	<b>6.41 %</b>	<b>TOTAL SICK AND ACCIDENTAL ABSENCES</b>	428,040	382,563	<b>810,602</b>	<b>5.71 %</b>
241,976	260,938	<b>502,914</b>	<b>3.46 %</b>	307,419	300,724	<b>608,142</b>	<b>4.33 %</b>	<i>out of which are paid sick and accidental leave</i>	221,559	255,889	<b>477,448</b>	<b>3.50 %</b>
94,570	134,752	<b>229,322</b>	<b>1.52 %</b>	90,052	127,481	<b>217,533</b>	<b>1.49 %</b>	<b>185 - Maternity and paternity leave</b>	79,546	129,959	<b>209,505</b>	<b>1.47 %</b>
92,857	133,517	<b>226,374</b>	<b>1.56 %</b>	89,056	126,617	<b>215,673</b>	<b>1.53 %</b>	<i>out of which are paid leave linked to maternity or paternity</i>	77,952	128,612	<b>206,564</b>	<b>1.52 %</b>
91,018	98,216	<b>189,234</b>	<b>1.25 %</b>	99,685	94,927	<b>194,612</b>	<b>1.33 %</b>	<b>186 - Authorized leave**</b>	82,496	84,118	<b>166,614</b>	<b>1.17 %</b>
78,992	115,094	<b>194,086</b>	<b>1.28 %</b>	71,809	103,305	<b>175,114</b>	<b>1.20 %</b>	<b>187 - Other reasons***</b>	67,597	98,659	<b>166,256</b>	<b>1.17 %</b>
170,010	213,310	<b>383,320</b>	<b>2.54 %</b>	171,494	198,232	<b>369,725</b>	<b>2.52 %</b>	<b>181-1 - GRAND TOTAL</b>	150,092	182,777	<b>332,869</b>	<b>2.34 %</b>
40,342	57,973	<b>98,315</b>	<b>0.68 %</b>	50,511	55,466	<b>105,977</b>	<b>0.75 %</b>	<i>out of which paid leave is based on the decision of the employee and special events</i>	37,693	49,290	<b>86,983</b>	<b>0.64 %</b>
<b>716,075</b>	<b>713,790</b>	<b>1,429,865</b>	<b>9.46 %</b>	<b>780,363</b>	<b>745,980</b>	<b>1,526,342</b>	<b>10.42 %</b>	<b>181-1 - GRAND TOTAL</b>	<b>657,678</b>	<b>695,298</b>	<b>1,352,976</b>	<b>9.52 %</b>
375,175	452,428	<b>827,602</b>	<b>5.70 %</b>	446,985	482,806	<b>929,791</b>	<b>6.61 %</b>	<i>out of which paid leave - Grand total</i>	337,204	433,791	<b>770,995</b>	<b>5.66 %</b>
621,505	579,038	<b>1,200,543</b>	<b>7.94 %</b>	690,311	618,499	<b>1,308,810</b>	<b>8.94 %</b>	<i>out of which leave is outside of maternity or paternity</i>	578,132	565,340	<b>1,143,471</b>	<b>8.05 %</b>
282,318	318,911	<b>601,229</b>	<b>4.14 %</b>	357,929	356,190	<b>714,119</b>	<b>5.08 %</b>	<i>out of which paid leave is outside of maternity or paternity</i>	259,252	305,179	<b>564,431</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

2019			2020				2021		
7.55	4.74	<b>5.70</b>	9.77	5.09	<b>6.61</b>	<i>Rate of paid staff absenteeism</i>	8.02	4.60	<b>5.66</b>
1.78	1.37	<b>1.52</b>	1.84	1.31	<b>1.49</b>	<i>Rate of maternity and paternity leave</i>	1.76	1.34	<b>1.47</b>
11.72	5.90	<b>7.94</b>	14.09	6.35	<b>8.94</b>	<i>Rate without maternity and paternity leave</i>	12.80	5.83	<b>8.05</b>
<b>13.50</b>	<b>7.27</b>	<b>9.46</b>	<b>15.93</b>	<b>7.66</b>	<b>10.42</b>	<b>TOTAL</b>	<b>14.56</b>	<b>7.17</b>	<b>9.52</b>

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

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
179	1,338	<b>1,517</b>	161	1,187	<b>1,348</b>	Technical staff	114	1,003	<b>1,117</b>
540	1,451	<b>1,991</b>	440	1,327	<b>1,767</b>	Executive staff	318	1,008	<b>1,326</b>
<b>719</b>	<b>2,789</b>	<b>3,508</b>	<b>601</b>	<b>2,514</b>	<b>3,115</b>	<b>TOTAL</b>	<b>432</b>	<b>2,011</b>	<b>2,443</b>

## 19 | LEAVES

## 191-A | PARENTAL CHILDCARE LEAVE

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
3	196	<b>199</b>	2	181	<b>183</b>	Technical staff	2	165	<b>167</b>
6	160	<b>166</b>	13	142	<b>155</b>	Executive staff	7	130	<b>137</b>
<b>9</b>	<b>356</b>	<b>365</b>	<b>15</b>	<b>323</b>	<b>338</b>	<b>TOTAL</b>	<b>9</b>	<b>295</b>	<b>304</b>

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

## 192-A | SABBATICAL LEAVE

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
7	34	<b>41</b>	7	29	<b>36</b>	Technical staff	3	28	<b>31</b>
44	79	<b>123</b>	38	84	<b>122</b>	Executive staff	33	70	<b>103</b>
<b>51</b>	<b>113</b>	<b>164</b>	<b>45</b>	<b>113</b>	<b>158</b>	<b>TOTAL</b>	<b>36</b>	<b>98</b>	<b>134</b>

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

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

2019			2020				2021		
Technical staff	Executive staff	Total	Technical staff	Executive staff	Total		Technical staff	Executive staff	Total
1,600	5,776	<b>7,376</b>	1,297	5,213	<b>6,510</b>	Days taken during the year	1,863	6,235	<b>8,098</b>
1,873	6,242	<b>8,115</b>	1,448	5,597	<b>7,045</b>	Theoretical days during the year	2,565	8,985	<b>11,550</b>

**193-B | EXISTENCE OF ADDITIONAL REMUNERATION PAID BY THE EMPLOYER****■ Maternity leave**

- Application of provisions from article 51 of the Collective convention of the Bank that concerns the legal maternity leave and additional vacation (45 days at full salary or 90 days at half salary): Continuation of salary (under the deduction of daily compensation from Social Security for the legal maternity leave period). The application of provisions relative to extra visits planned from 2010 and written in the Diversity and Inclusion agreement from July 2020 (prenatal exams, postnatal and additional intermediaries) allow the continuation of salary and assimilation to the 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 provisions from article 52 of the Collective convention of the Bank that concerns the legal maternity leave and additional vacation (45 days at full salary or 90 days at half salary): Continuation of salary (under the deduction of daily compensation from Social Security for the legal maternity leave period).
- Since July 1, 2021, the duration of adoption leave is extended from 10 to 16 weeks.
- Inclusion of all paid maternity-related leave 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, under the Diversity and Inclusion agreement of July 2020, the benefit of paid leave is open to couples employed by BNP Paribas S.A.: this leave, which immediately follows the additional leave provided for in article 51-1 from the Collective Convention of the Bank, can either be taken by the father or mother (provision equally applicable in 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 July 2020 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).
- Since July 1, 2021, the duration of paternity leave and the settling-in period after birth is extended from 11 calendar days to 25 calendar days.
- Provision of an infant settling in period paid 30 calendar days, written in the Diversity and Inclusion agreement of July 2020. This leave is open to employees of BNP Paribas SA, provided that it the employee doesn't benefit from any legal maternity leave or adoption if alone, and that no member of the couple benefits elsewhere from legal maternity leave or adoption if the employee is in a couple.

### ■ 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.

### ■ Bereavement period leave

- Provision of bereavement leave of a deceased child starting July 1, 2020, in the event of death of a child less than 25 years old or person less than 25 in which the employee has permanent and effective responsibility. This paid leave is 8 days and can be divided in 2 times within a 1 year time frame.

### ■ Bereavement leave for a child

- Provision of bereavement leave for a child is prolonged, beginning on July 1, 2020, going from 5 days to 7 in the event of death for a child less than 25 years or a person less than 25 in which the employee has permanent and effective responsibility or child who is a parent, regardless of their age. In the event of the death of a child less than 25 years not having children themselves, the duration of leave remains fixed at 5 days.

### ■ 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.
- Provision of legal requirement that authorises the partner of an employee (marriage/PACS/ legal couple) to benefit from medical aid for procreation and the associated medical exams. This authorised absence is paid.

### ■ Authorization of employee absence

- Provision of legal requirement authorising the employee to undergo medical exams and necessary interventions for ovarian stimulation and oocyte tests. This authorised absence is paid.
- Provision of legal requirement authorising the employee receive medical assistance for procreation and undergoing the associated medical exams. This authorised absence is paid.

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

## 2 | EMPLOYEE COMPENSATION AND RELATED EXPENSES



21 – EMPLOYEE COMPENSATION, SOCIAL SECURITY CONTRIBUTIONS AND PAYROLL TAXES

22 – ANALYSIS OF COMPENSATION

24 – RELATED EXPENSES

26 – COMPANY PROFIT SHARING SCHEME AND MATCHING CONTRIBUTIONS

### 21 | EMPLOYEE COMPENSATION, SOCIAL SECURITY CONTRIBUTIONS AND PAYROLL TAXES

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

2019	2020		2021
3,816.80	3,782.50	<b>TOTAL PERSONNEL COSTS</b>	<b>3,784.20</b>
2,342.20	2,334.30	<b>"Wages and Salaries"</b>	<b>2,340.20</b>
1,955.70	1,946.40	Fixed remuneration including the remuneration bonus and lump-sum allowance (before deductions)	1,925.50
-108.9	-113.2	Deductions (sickness, maternity, flexitime, etc.)	-103.8
93.3	90.3	Miscellaneous allowances and overtime	88.0
359.2	364.5	Variable remuneration	376.9
<b>2,299.30</b>	<b>2,288.00</b>	<b>Subtotal "Wages and Salaries"</b>	<b>2,286.60</b>
42.9	46.3	Employer contributions to employee saving schemes and administrative expenses (excluding charges and relevant taxes)	53.6
<b>970.5</b>	<b>964.7</b>	<b>"Social security contributions"</b>	<b>970.8</b>
<b>287.7</b>	<b>279.0</b>	<b>"Tax expenses"</b>	<b>263.7</b>
<b>216.4</b>	<b>204.5</b>	<b>"Incentive plans and profit-sharing"</b> (payment with respect to the previous year)	<b>209.5</b>
37,263	35,925	Average monthly headcount in metropolitan France (Including Monaco)	34,835
62,854	64,983	Wages and salaries, average per employee in € ("Wages and Salaries" / Average monthly headcount)	67,181
<b>68,663</b>	<b>70,677</b>	<b>Average employee remuneration (income) in €</b> (including incentive plans, profit-sharing)	<b>73,195</b>
<b>33,767</b>	<b>34,620</b>	<b>Average employer's contributions per employee in €</b>	<b>35,440</b>
32.9	32.9	Ratio of social security charges and tax expenses and total personnel costs	32.6
29.8	38.9	<b>Aggregate employer's contributions</b> (Total personnel costs / Added Value)	30.1

**211-BIS | AVERAGE MONTHLY COMPENSATION**

FIXED SALARIES (In Euros)

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
1,881	1,894	<b>1,889</b>	1,830	1,902	<b>1,879</b>	B-C	1,864	1,849	<b>1,855</b>
2,125	2,128	<b>2,127</b>	2,148	2,156	<b>2,153</b>	D	2,119	2,173	<b>2,150</b>
2,330	2,356	<b>2,349</b>	2,344	2,382	<b>2,371</b>	E	2,328	2,376	<b>2,361</b>
2,520	2,545	<b>2,539</b>	2,536	2,571	<b>2,563</b>	F	2,522	2,576	<b>2,563</b>
2,808	2,841	<b>2,832</b>	2,829	2,871	<b>2,860</b>	G	2,825	2,882	<b>2,868</b>
<b>2,548</b>	<b>2,602</b>	<b>2,587</b>	<b>2,589</b>	<b>2,652</b>	<b>2,635</b>	Technical staff	<b>2,584</b>	<b>2,668</b>	<b>2,646</b>
3,325	3,302	<b>3,311</b>	3,358	3,338	<b>3,346</b>	H	3,359	3,351	<b>3,354</b>
4,200	4,088	<b>4,144</b>	4,229	4,116	<b>4,172</b>	I	4,277	4,157	<b>4,215</b>
5,194	5,013	<b>5,114</b>	5,256	5,063	<b>5,171</b>	J	5,334	5,084	<b>5,224</b>
6,594	6,228	<b>6,448</b>	6,539	6,235	<b>6,413</b>	K	6,651	6,299	<b>6,504</b>
9,374	8,612	<b>9,086</b>	9,693	8,770	<b>9,349</b>	HC	10,012	8,910	<b>9,599</b>
<b>5,041</b>	<b>4,396</b>	<b>4,717</b>	<b>5,184</b>	<b>4,478</b>	<b>4,828</b>	Executive staff	<b>5,323</b>	<b>4,546</b>	<b>4,929</b>
<b>4,577</b>	<b>3,705</b>	<b>4,079</b>	<b>4,744</b>	<b>3,817</b>	<b>4,215</b>	TOTAL	<b>4,884</b>	<b>3,898</b>	<b>4,323</b>

**213 | BREAKDOWN OF ANNUAL COMPENSATION**

GROSS SALARY (In Euros)

2019	2020		2021
24,165	24,191	99% of employees earned at least	24,947
29,264	29,258	95% of employees earned at least	30,109
31,825	32,085	90% of employees earned at least	32,970
33,897	34,298	85% of employees earned at least	35,290
35,938	36,431	80% of employees earned at least	37,488
38,053	38,755	75% of employees earned at least	39,880
40,261	40,928	70% of employees earned at least	42,124
42,294	43,099	65% of employees earned at least	44,262
44,428	45,396	60% of employees earned at least	46,663
46,858	47,984	55% of employees earned at least	49,220
49,481	50,670	50% of employees earned at least	52,062
52,380	53,630	45% of employees earned at least	55,125
55,245	57,418	40% of employees earned at least	58,398
58,537	61,086	35% of employees earned at least	61,954
62,487	65,084	30% of employees earned at least	66,145
67,428	70,183	25% of employees earned at least	71,455
73,563	76,512	20% of employees earned at least	78,344
82,369	84,988	15% of employees earned at least	87,793
97,467	100,979	10% of employees earned at least	104,567
130,565	135,574	5% of employees earned at least	141,423
254,296	269,734	1% of employees earned at least	296,534
<b>4.5</b>	<b>4.6</b>	<b>Ratio of the 5% and 95%</b>	<b>4.7</b>
<b>8.7</b>	<b>9.2</b>	<b>Ratio of the 1% et 95%</b>	<b>9.8</b>

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

2021									
Men						Women			
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	
28	24,384	25,947	26,338	C	32	20,380	23,353	24,784	
32	24,717	27,700	32,168	D	33	24,621	27,779	30,386	
37	26,713	29,507	33,596	E	38	25,128	29,727	33,434	
40	29,512	32,560	36,920	F	42	28,365	32,683	36,324	
44	32,529	36,626	41,379	G	46	31,671	36,609	41,519	
41	28,379	33,699	39,404	Technical staff	43	28,114	34,168	39,882	
39	38,893	44,585	52,155	H	41	36,546	43,527	51,366	
44	48,490	56,693	67,813	I	43	45,329	54,202	63,325	
47	59,945	70,595	89,689	J	46	57,548	67,346	81,690	
49	75,814	91,316	132,244	K	48	71,815	85,870	113,540	
52	102,402	147,585	332,732	HC	51	96,498	129,782	234,193	
45	43,573	64,036	131,887	Executive staff	44	40,059	54,444	99,190	

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

2019	2020	2021
5.7	5.9	6.2

## 222 | TOTAL OF THE TEN HIGHEST PAY PACKAGES

2019	2020	2021
19,686,232	18,175,188	20,707,198

## 24 | RELATED EXPENSES

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

2019	2020	2021
46.13	36.35	37.86

## 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)

2019	2020	2021
107.2	91.5	124.5

### 261 | INCENTIVE SCHEMES

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

2019	2020	2021
97.0	103.0	129.1

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

2019		2020			2021	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
2,152	2,152	1,884	1,884	Minimum share	2,625	2,625
3,555	5,380	2,971	4,711	Maximum share	4,989	5,564
1,726	2,796	1,888	2,865	Average amount	2,632	3,825

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)

2019		2020			2021	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff
1,983	1,983	2,157	2,157	Part mini	2,895	2,895
3,052	5,236	3,102	5,696	Part maxi	4,205	7,437
1,985	2,791	2,159	3,035	Montant moyen	2,896	4,091

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 %)

2019	2020	2021
1.97	2.06	1.96

Including voluntary payments.

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

2019	2020	2021
53.56	56.14	64.09

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
23	102	125	14	54	68	11	54	65
40	70	110	27	68	95	21	39	60
<b>63</b>	<b>172</b>	<b>235</b>	<b>41</b>	<b>122</b>	<b>163</b>	<b>32</b>	<b>93</b>	<b>125</b>
						Technical staff		
						Executive staff		
						<b>TOTAL</b>		

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
1,519	4,490	6,009	1,304	3,302	4,606	565	2,844	3,409
1,930	3,985	5,915	749	2,770	3,519	989	2,918	3,907
<b>3,449</b>	<b>8,475</b>	<b>11,924</b>	<b>2,053</b>	<b>6,072</b>	<b>8,125</b>	<b>1,554</b>	<b>5,762</b>	<b>7,316</b>
						Technical staff		
						Executive staff		
						<b>TOTAL</b>		

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
0	3	3	0	1	1	3	3	6

## 314 | NUMBER OF FATAL ACCIDENTS PER GENDER

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
0	0	0	0	0	0	0	0	0
1	0	1	0	0	0	0	0	0
						Commuting		
						Work-related		



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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
117	254	371	64	138	202	58	143	201

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
4	19	23	2	3	5	1	3	4

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

Codes 32 to 40

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
0	0	0	0	0	0	0	0	0

**322 | NUMBER OF ACCIDENTS INVOLVING FALLS FROM HEIGHTS**

Code 02

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
9	49	58	5	22	27	7	28	35

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

Codes 09 to 30

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
4	6	10	3	2	5	1	0	1

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

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
14	33	47	3	13	16	2	11	13

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

Code 05

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
0	6	6	1	4	5	1	2	3

**326 | OTHER CASES OF ACCIDENTS**

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
36	78	114	29	81	110			
0	0	0	0	3	3	TOTAL		
						21	52	73
						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**

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
11,957	17,141	29,098	8,348	10,608	18,956	6,630	8,882	15,512

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

2019			2020			2021		
38.84			38.68			32.87		

## 4 | OTHER 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

2019	2020	2021
11	11	2

#### 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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
11,269	10,384	<b>21,653</b>	11,222	10,501	<b>21,723</b>	10,895	9,862	<b>20,757</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 FLEXTIME

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
1,256	3,929	<b>5,185</b>	1,037	3,274	<b>4,311</b>	822	2,683	<b>3,505</b>
465	1,012	<b>1,477</b>	414	960	<b>1,374</b>	362	816	<b>1,178</b>
<b>1,721</b>	<b>4,941</b>	<b>6,662</b>	<b>1,451</b>	<b>4,234</b>	<b>5,685</b>	<b>1,184</b>	<b>3,499</b>	<b>4,683</b>

## 414 | NUMBER OF EMPLOYEES WORKING PART-TIME

90%									
2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
7	259	266	9	261	270	Technical staff	12	261	273
8	242	250	8	265	273	Executive staff	11	280	291
15	501	516	17	526	543	TOTAL	23	541	564

80%									
2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
54	1,479	1,533	49	1,393	1,442	Technical staff	50	1,279	1,329
71	1,141	1,212	75	1,139	1,214	Executive staff	65	1,083	1,148
125	2,620	2,745	124	2,532	2,656	TOTAL	115	2,362	2,477

60%									
2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
9	166	175	10	159	169	Technical staff	6	159	165
10	81	91	14	90	104	Executive staff	16	85	101
19	247	266	24	249	273	TOTAL	22	244	266

50%									
2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
68	329	397	69	306	375	Technical staff	59	263	322
36	115	151	45	100	145	Executive staff	42	110	152
104	444	548	114	406	520	TOTAL	101	373	474

OTHER PART-TIME									
2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
11	86	97	9	85	94	Technical staff	12	93	105
16	39	55	16	43	59	Executive staff	16	61	77
27	125	152	25	128	153	TOTAL	28	154	182

TOTAL PART-TIME									
2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
149	2,319	2,468	146	2,204	2,350	Technical staff	139	2,055	2,194
141	1,618	1,759	158	1,637	1,795	Executive staff	150	1,619	1,769
290	3,937	4,227	304	3,841	4,145	TOTAL	289	3,674	3,963

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

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
3.6	23.5	<b>17.6</b>	4.0	24.4	<b>18.5</b>	Technical staff	3.8	24.1	<b>18.0</b>
1.1	11.9	<b>6.5</b>	1.2	12.1	<b>6.7</b>	Executive staff	1.1	11.8	<b>6.6</b>
<b>1.7</b>	<b>16.8</b>	<b>10.3</b>	<b>1.8</b>	<b>17.0</b>	<b>10.5</b>	TOTAL	<b>1.7</b>	<b>16.5</b>	<b>10.2</b>

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

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
3,974	7,568	<b>11,542</b>	3,544	6,817	<b>10,361</b>	Technical staff	3,515	6,464	<b>9,979</b>
13,178	11,991	<b>25,169</b>	12,897	11,932	<b>24,829</b>	Executive staff	12,900	12,063	<b>24,963</b>
<b>17,152</b>	<b>19,559</b>	<b>36,711</b>	<b>16,441</b>	<b>18,749</b>	<b>35,190</b>	TOTAL	<b>16,415</b>	<b>18,527</b>	<b>34,942</b>

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

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
42	339	<b>381</b>	33	282	<b>315</b>	Technical staff	34	245	<b>279</b>
58	281	<b>339</b>	64	225	<b>289</b>	Executive staff	40	210	<b>250</b>
<b>100</b>	<b>620</b>	<b>720</b>	<b>97</b>	<b>507</b>	<b>604</b>	TOTAL	<b>74</b>	<b>455</b>	<b>529</b>

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

2019			2020				2021		
Men	Women	Total	Men	Women	Total		Men	Women	Total
12	234	<b>246</b>	15	186	<b>201</b>	Technical staff	14	170	<b>184</b>
30	168	<b>198</b>	28	163	<b>191</b>	Executive staff	27	179	<b>206</b>
<b>42</b>	<b>402</b>	<b>444</b>	<b>43</b>	<b>349</b>	<b>392</b>	TOTAL	<b>41</b>	<b>349</b>	<b>390</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 €5.60 for 2021.
- **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

2019	2020		2021
7	8	Mondays Off	7
10	9	Saturdays Off	7

## 42 | ORGANIZATION OF WORKING HOURS

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
411	721	<b>1,132</b>	430	718	<b>1,148</b>	358	573	<b>931</b>
114	264	<b>378</b>	138	210	<b>348</b>	138	302	<b>440</b>
<b>525</b>	<b>985</b>	<b>1,510</b>	<b>568</b>	<b>928</b>	<b>1,496</b>	<b>496</b>	<b>875</b>	<b>1,371</b>

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

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
288	319	<b>607</b>	216	167	<b>383</b>	355	208	<b>563</b>
28	19	<b>47</b>	15	11	<b>26</b>	29	16	<b>45</b>
<b>316</b>	<b>338</b>	<b>654</b>	<b>231</b>	<b>178</b>	<b>409</b>	<b>384</b>	<b>224</b>	<b>608</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)

2019	2020	2021
74.02	50.91	<b>45.68</b>

**451 - Expenditure to improve working conditions**

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



51 - IN-SERVICE PROFESSIONAL TRAINING

52 - TRAINING LEAVE

53 - WORK-STUDY CONTRACTS

## 51 | IN-SERVICE PROFESSIONAL TRAINING

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

2019	2020		2021
4.74	4.32	As % of payroll	4.63

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

2019	2020		2021
111.88	101.57	Expenditure on training	110.06



**513 | NUMBER OF STAFF TRAINED**

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
3,903	9,885	<b>13,788</b>	2,993	7,959	<b>10,952</b>	3,074	8,169	<b>11,243</b>
14,021	13,749	<b>27,770</b>	13,101	13,225	<b>26,326</b>	13,518	13,782	<b>27,300</b>
<b>17,924</b>	<b>26,634</b>	<b>41,558</b>	<b>16,094</b>	<b>21,184</b>	<b>37,278</b>	<b>16,499</b>	<b>21,693</b>	<b>38,192</b>
						Technical staff		
						Executive staff		
						<b>TOTAL</b>		

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**

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
140	172	<b>312</b>	115	153	<b>268</b>	113	134	<b>247</b>
35	44	<b>79</b>	55	67	<b>122</b>	44	55	<b>99</b>
<b>175</b>	<b>216</b>	<b>391</b>	<b>170</b>	<b>220</b>	<b>390</b>	<b>157</b>	<b>189</b>	<b>346</b>
						Technical staff		
						Executive staff		
						<b>TOTAL</b>		

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
134	159	<b>293</b>	113	136	<b>249</b>	112	131	<b>243</b>
15	17	<b>32</b>	39	44	<b>83</b>	43	53	<b>96</b>
<b>149</b>	<b>176</b>	<b>325</b>	<b>152</b>	<b>180</b>	<b>332</b>	<b>155</b>	<b>184</b>	<b>339</b>
						Technical staff		
						Executive staff		
						<b>TOTAL</b>		

**514 | NUMBER OF TRAINING HOURS BY LEVEL**

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
115,671	259,769	<b>375,440</b>	75,942	181,433	<b>257,376</b>	84,073	206,933	<b>291,006</b>
340,236	366,253	<b>706,489</b>	240,066	240,350	<b>480,417</b>	273,196	306,624	<b>579,820</b>
<b>455,908</b>	<b>626,021</b>	<b>1,081,929</b>	<b>316,009</b>	<b>421,784</b>	<b>737,792</b>	<b>357,269</b>	<b>513,557</b>	<b>870,826</b>
						Technical staff		
						Executive staff		
						<b>TOTAL</b>		

## 515-1 | NEW LEARNING AREAS AND CATEGORIES

	2019		2020		2021	
	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	6,305	6,942	7,173	10,743	2,281	2,008
Group Knowledge and Induction	38,597	51,277	15,333	23,450	11,133	13,355
Strategy and Ethics General Orientation	11,937	29,086	2,492	6,669	5,443	9,252
Security	42,528	45,457	16,545	28,415	10,969	19,637
<b>Total</b>	<b>99,368</b>	<b>132,762</b>	<b>41,544</b>	<b>69,277</b>	<b>29,826</b>	<b>44,252</b>
<b>BUSINESS LINES TECHNICAL TRAINING</b>						
Marketing and Sales Techniques	26,105	24,548	20,598	25,327	57,817	67,578
Banking Diplomas	433	165	728	194	4,194	1,199
Financial and Banking Products and Services	215,850	159,511	105,066	106,388	2,379	2,481
Financial Products and Services	1,663	9,827	3,457	14,276	106,542	95,634
Securities Services	907	1,326	5,823	24,387	4,160	19,916
Insurance	157,144	634,657	172,878	637,241	172,254	679,089
Corporate Finance	858	195	522	230	515	160
Credit and Finance	111,008	256,824	91,720	303,421	49,211	79,309
Advisory Service - Wealth Management	50,800	26,559	19,605	36,822	23,225	32,389
Asset Management	2,603	8,523	1,482	1,699	8,026	3,873
Real Estate	9,420	20,694	3,579	4,798	88,147	235,374
Capital Markets	4,194	5,004	5,149	12,956	4,555	12,983
<b>Total</b>	<b>580,986</b>	<b>1,147,833</b>	<b>430,607</b>	<b>1,167,739</b>	<b>521,025</b>	<b>1,229,985</b>
<b>BUSINESS SUPPORT FUNCTIONS TECHNICAL TRAINING</b>						
Legal and Tax Affairs	10,781	16,398	7,002	14,323	4,150	10,307
Human Resources	7,509	4,660	11,467	6,454	13,772	35,038
IT	20,437	5,835	12,252	4,602	13,577	3,245
Back Offices	6,591	2,570	10,626	20,697	11,751	20,357
Accounting, Finance and Management Control	5,173	2,140	2,227	1,114	2,303	1,130
Procurement and Logistics	345	108	31	12	475	268
Internal Audit and Control	15,494	3,473	4,354	1,329	4,423	1,623
Communications	2,351	832	2,048	1,075	1,616	1,381
Social and Environmental Responsibility	766	1,590	656	1,371	6,052	26,369
<b>Total</b>	<b>69,446</b>	<b>37,606</b>	<b>50,663</b>	<b>50,977</b>	<b>58,118</b>	<b>99,718</b>
<b>RISKS</b>						
Non-compliance risks / Reputational risk	120	362	88	465	74	322
Non-compliance risks / Anti-money-laundering measures	50,724	70,304	10,393	21,444	22,294	45,955
Non-compliance risks / Banking structure	787	279	176	191	-	-
Non-compliance risks / Corruption	9,870	28,826	4,814	7,292	7,230	26,393
Non-compliance risks / Conflict of interests	389	564	55	76	4,111	24,667
Non-compliance risks / Protection of data	619	498	340	266	16,600	33,129
Non-compliance risks / FATCA/AEOI	2,357	3,935	1,902	3,489	1,732	6,586
Non-compliance risks / General awareness-building	4,694	2,872	3,522	10,465	11,390	48,991
Non-compliance risks / Know your customer (KYC)	2,638	3,930	573	858	1,844	6,702
Non-compliance risks / Markets	2,698	7,014	2,254	6,444	6,575	30,845
Non-compliance risks / Professional ethics	927	1,994	1,048	1,716	530	914
Non-compliance risks / Protection of the customer's interests (PCI)	9,826	28,635	8,759	31,875	12,420	54,434
Non-compliance risks / Sanctions and embargoes	27,048	26,186	50,500	88,160	19,502	25,568
Non-compliance risks / Specific issues	2,932	10,074	785	1,500	7,463	10,262
Non-compliance risks / Cross-functional financial security	3,195	1,648	1,121	902	1,562	2,118
Credit risk and counterparty risk	9,458	3,819	4,606	2,325	1,631	911
Insurance risk	16	31	4	5	127	37
Market risk and liquidity risk	844	269	267	86	199	59
Operational risk and permanent control	4,520	3,018	2,118	3,950	4,038	3,216
Fundamental principles of risk management	3,387	3,534	1,809	3,054	9,366	16,107
<b>Total</b>	<b>137,052</b>	<b>197,792</b>	<b>95,134</b>	<b>184,563</b>	<b>128,690</b>	<b>337,216</b>

	2019		2020		2021	
	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	57,029	<b>36,588</b>	22,590	<b>12,091</b>	30,372	<b>19,776</b>
Project Management and Organization	15,611	<b>4,400</b>	6,745	<b>2,495</b>	9,077	<b>2,794</b>
Languages	23,677	<b>8,280</b>	26,008	<b>5,298</b>	19,741	<b>5,349</b>
Career Support	4,518	<b>1,081</b>	8,012	<b>3,476</b>	15,640	<b>6,333</b>
IT Tools and NTIC	7,288	<b>2,844</b>	6,570	<b>1,239</b>	2,952	<b>1,839</b>
First Aid	5,772	<b>1,501</b>	1,155	<b>380</b>	1,866	<b>2,799</b>
<b>Total</b>	<b>113,895</b>	<b>54,694</b>	<b>71,080</b>	<b>24,979</b>	<b>79,648</b>	<b>38,890</b>
<b>MANAGEMENT</b>						
Leadership	7,474	<b>1,838</b>	2,609	<b>752</b>	5,548	<b>699</b>
Performance Management	3,180	<b>1,536</b>	2,015	<b>1,295</b>	10,654	<b>4,881</b>
Team Management	37,714	<b>13,033</b>	12,788	<b>6,744</b>	15,685	<b>16,912</b>
Management Values and Principles	5,925	<b>3,563</b>	4,634	<b>17,783</b>	8,733	<b>7,021</b>
<b>Total Management</b>	<b>54,292</b>	<b>19,970</b>	<b>22,047</b>	<b>26,574</b>	<b>40,620</b>	<b>29,513</b>
<b>DIGITAL</b>						
Gamification and Technological Vigil	217	<b>153</b>	7	<b>81</b>	10	<b>99</b>
Digital Branding et Communication online	11,018	<b>18,538</b>	1,713	<b>1,801</b>	5,139	<b>644</b>
User Experience	584	<b>398</b>	276	<b>470</b>	223	<b>170</b>
Social Media	206	<b>160</b>	24	<b>49</b>	7	<b>19</b>
Marketing on line	17	<b>8</b>	36	<b>26</b>	75	<b>53</b>
IT & Process	10,023	<b>14,683</b>	22,000	<b>23,516</b>	3,547	<b>2,394</b>
Web analytics & Data	4,416	<b>585</b>	2,469	<b>906</b>	3,877	<b>1,539</b>
Sales and E-Business	409	<b>412</b>	194	<b>684</b>	21	<b>156</b>
<b>Total</b>	<b>26,890</b>	<b>34,937</b>	<b>26,719</b>	<b>27,533</b>	<b>12,999</b>	<b>5,074</b>
<b>TOTAL</b>	<b>1,081,929</b>	<b>1,625,594</b>	<b>737,792</b>	<b>1,551,642</b>	<b>870,826</b>	<b>1,784,648</b>

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

2019	2020		2021
595,296	293,373	Classroom training sessions	<b>370,862</b>
61,229	39,673	On-the-job training	<b>42,007</b>
425,404	404,747	Open distance learning	<b>457,958</b>
<b>1,081,929</b>	<b>737,792</b>	<b>Total</b>	<b>870,826</b>

## 52 | TRAINING LEAVE

### 524 | INDIVIDUAL TRAINING LEAVE (ITL)

	Men			Women			Total
	Technical staff	Executive staff	Total	Technical staff	Executive staff	Total	
On-going ITL at 01/01/2021	6	3	<b>9</b>	18	11	<b>29</b>	<b>38</b>
2021 Requests accepted by management	7	14	<b>21</b>	19	10	<b>29</b>	<b>50</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	3	3	<b>6</b>	4	1	<b>5</b>	<b>11</b>
ITL completed in 2021	3	0	<b>3</b>	11	6	<b>17</b>	<b>20</b>
On-going ITL at 01/01/2022	3	5	<b>8</b>	13	6	<b>19</b>	<b>27</b>

## 53 | WORK-STUDY CONTRACTS

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

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
558	516	<b>1,074</b>	690	702	<b>1,392</b>	935	816	<b>1,751</b>
411	473	<b>884</b>	223	228	<b>451</b>	117	109	<b>226</b>
969	989	<b>1,958</b>	913	930	<b>1,843</b>	<b>1,052</b>	<b>925</b>	<b>1,977</b>
						<b>TOTAL</b>		

## 6 | PROFESSIONAL RELATIONS



61 – EMPLOYEE REPRESENTATIVES

62 – EMPLOYEE COMMUNICATIONS

63 – DISPUTES

## 61 | EMPLOYEE REPRESENTATIVES

### 611 | PARTICIPATION IN EMPLOYEE REPRESENTATIVE ELECTIONS

Body of electors	2021	
	Number registered	As % of voters
Technical staff	0	0
Executive staff	0	0

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

Overall, the total number of hours authorized in all the different bodies amounted to approximately 457,639 hours in 2021, including committee meetings or meetings with management.

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

2019	2020		2021
385	280	Number of meetings	294

**614 | DATES DE SIGNATURE ET OBJETS DES ACCORDS SIGNÉS DANS L'ENTREPRISE****PROFIT SHARING – INCENTIVE SCHEMES – EMPLOYEE SAVINGS PLANS**

- 04/11/2021: Agreement related to the conditions governing the distribution of additional BNP Paribas SA profit sharing paid with respect to 2020
- 29/10/2021: Amendment n°8 to the agreement defining the rules of contribution applicable to employees of BNP Paribas SA in accordance with Company savings plan (PEE) of Group BNP Paribas

**REMUNERATION**

- 29/10/2021: Agreement related to the annual negotiation on remuneration for 2022
- 29/10/2021: Agreement related to the establishment of an experimental sustainable mobility package in 2022

**UNION COMMUNICATION**

- 25/03/2021: Agreement related to additional means of communication granted to trade union organisations of BNP Paribas SA

**HOME OFFICE**

- 21/04/2021: Collective BNP Paribas SA agreement related to compensation for exceptional remote work in 2020-2021
- 08/07/2021: Agreement related to home office within Group BNP Paribas in France
- 18/11/2021: Amendment to collective BNP Paribas SA agreement related to compensation for exceptional remote work in 2020-2021

**WORKING HOURS**

- 21/12/2021: Agreement related to safety and security agents (ASSI) working hours within BNP Paribas SA

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

2019	2020	2021
136	66	46

## 62 | EMPLOYEE COMMUNICATIONS

### 622 | INDUCTION PROCEDURE

- The new recruit is welcomed by his manager.
- 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 Economic and Social Council, the advantages related to banking operations, the A.S.C...),
    - The INCA tool: management of paid holidays,
    - The SITADIN / ALIS 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, the Code of Conduct 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 intranet of the Group, shares company news daily and offers useful content for the activities of collaborators. Numerous filmed interviews are broadcast from the intranet.
  - Echonet Magazine, the quarterly online magazine of Group BNP Paribas, offers feature articles on the life of the Enterprise
  - Echonet Tube, the monthly video journal of the Group, broadcast interviews and reports on activity of the Group throughout the world
  - Job and Occupation Webzines
- Information is also disseminated by targeted, internal mass-mailings and via organisation of meetings, declaration of notes, minutes, memorandums, procedures, etc.
 

In addition, there are numerous other information supports and communications within BNP Paribas S.A., in the centers, professions and functions.

The growing use of internal social networks within the company also demonstrates the use of collaborative and transversal means of exchange.
- Internal communication is a medium of cohesion for collaborators. Internal communication addresses all of the Group collaborators with the following objectives:
  - explain the organisation and strategy of the company
  - promote the culture and values of BNP Paribas
  - reinforce collaborate adhesion

Internal communication concentrates its efforts on sharing information, exchanges between collaborators and the synergy between professions. Through different media of internal communication made available (Echonet, Echonet Magazine, Echonet Tube, mass-mailings, ...) all collaborators have been informed of current news and events that have impacted activity. They have been made aware of new regulatory demands, large scale projects, and the strategy put into place by the Group.

## 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

A professional interview is a mandatory periodic interview introduced by the law of March 5, 2014. Its purpose is to have a review of past and future professional evolution with an employee, and go over their needs for professional trainings.

Two professional interviews must be organised in advance of a professional summary review that takes place every 6 years. A professional interview is also held after returning from certain absences listed by the law (authorised leaves: maternity, parental education, sabbatical, family support, voluntary secured mobility).

The EP and EPR are counted from April N to march N+1 in order to follow the assessment campaign.

2019			2020			2021			
Men	Women	Total	Men	Women	Total	Men	Women	Total	
2,013	5,882	<b>7,895</b>	2,167	6,205	<b>8,372</b>	Technical staff	1,871	5,321	<b>7,192</b>
8,637	8,637	<b>17,561</b>	8,891	9,671	<b>18,562</b>	Executive staff	7,183	7,953	<b>15,136</b>
10,650	14,906	<b>25,456</b>	11,058	15,876	<b>26,934</b>	<b>TOTAL</b>	<b>9,054</b>	<b>13,274</b>	<b>22,328</b>

2021 figures partially available.

## 63 | DISPUTES

2019	2020		2021
<b>631 - Number of appeals to extrajudicial arbitration systems</b>			
9	10	To the Bank's "appeal formation" Joint Commission	<b>4</b>
5	4	To the Joint Commission for Disciplinary Action	<b>3</b>
102	84	<b>632 - Number of legal proceedings</b>	<b>83</b>
0	1	<b>633 - Number of formal notices and reports received from the Labour inspectorate</b>	<b>0</b>



## 7 | OTHER WELFARE FACILITIES PROVIDED BY THE COMPANY



71 - SOCIAL AND CULTURAL ACTIVITIES

72 - OTHER WELFARE CONTRIBUTIONS

## 71 | SOCIAL AND CULTURAL ACTIVITIES

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

2019	2020		2021
12.74	10.97	Restaurants	12.11
10.40	9.98	Commuting	9.36
2.01	1.85	Medical expenses (Paris and the Provinces)	2.02
8.01	7.95	Family benefits	7.91
0.66	0.44	Miscellaneous benefits	0.70
<b>33.82</b>	<b>31.19</b>	<b>TOTAL</b>	<b>32.10</b>

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

2019	2020		2021
31.39	27.5	Contribution to midday meal expenses	28.39
<b>Family welfare</b>			
4.18	2.40	Contribution to childminding fees	3.45
0.07	0.08	Miscellaneous aid	0.03
4.25	2.48	<b>TOTAL</b>	<b>3.48</b>
<b>Leisure activities</b>			
19.36	16.20	Summer camp and contribution to employees' holidays	8.60
2.37	2.32	A.S.C	1.32
0.05	0	Miscellaneous	0
21.78	18.52	<b>TOTAL</b>	<b>9.92</b>
14.11	14.16	<b>Locally based activities</b>	<b>13.90</b>
<b>Miscellaneous</b>			
1.37	1.20	Administrative costs	1.21
0.67	0.80	Investments	0.35
2.04	2.00	<b>TOTAL</b>	<b>1.56</b>
73.57	64.66	<b>GRAND TOTAL</b>	<b>57.25</b>

Estimate of spending for the reference year.

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

2019	2020		2021
33.82	31.19	Budget allocated by Senior Management	32.10
73.57	64.66	Budget allocated to the Central Works Council*	57.25
107.39	95.85	<b>TOTAL</b>	<b>89.35</b>

\* 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 2021, the employer's contribution amounted to € 14.45 millions.

### FLEXIBLE WELFARE

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

For the 2021 financial year, the employer's contribution amounted to € 23.62 millions.

### CONTRACT MANDATORY PENSION SCHEME BNP PARIBAS

The Mandatory pension scheme plan underwritten with CARDIF is an additional retirement scheme with defined contributions that allows the creation of a pension plan, complementing the mandatory retirement plans. This plan has evolved since March 1, 2020 in order to integrate the evolutions issued from the law relative to the growth and transformation of enterprises (stated in the law PACTE). All employees having a year of seniority benefit from this pension contract. It is supplied by the company contributions up to 1.3% of bracket A (part of the salary limited to 1 annual limit of social security), and from 1% of bracket B (part of salary between 1 and 4 times the annual limit of social security), and part by employee contributions up to 0.3% of bracket B. Employees also have the possibility of completing mandatory contributions by voluntary payments.

In 2021, payments made by the company amounted to € 25.21 millions.



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