

# SOCIAL REPORT 2022

## BNP PARIBAS SA



**GROUP HUMAN RESOURCES**



**BNP PARIBAS**

The bank  
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world

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## INFORMATION

**The BP2S legal entity was integrated into BNPP SA on 01/10/2022.**

As a result, ex-BP2S employees are also integrated into BNPP SA on 01/10/2022.

In the Social Data Report 2022:

- ex BP2S employees are **included in the indicators calculated as of 31/12/2022**
- ex BP2S employees are **included only between 01/10/2022 and 31/12/2022** in the historical indicators (recruitments, departures, absences, average monthly headcount).

For specific cases, remarks have been added to the indicators concerned.

- 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 HEADCOUNTS AS AT DECEMBER 31<sup>ST</sup> (one for one)

2020			2021			2022			
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
<b>15,441</b>	<b>20,481</b>	<b>35,922</b>	<b>15,275</b>	<b>20,107</b>	<b>35,382</b>	<b>111-A - Paid headcount*</b>	<b>16,820</b>	<b>21,475</b>	<b>38,295</b>
391	1,179	<b>1,570</b>	377	1,169	<b>1,546</b>	Unpaid absentees	394	1,214	<b>1,608</b>
913	930	<b>1,843</b>	1,052	925	<b>1,977</b>	Work-study contracts	1,301	1,194	<b>2,495</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>	<b>111-B - Total headcount</b>	<b>18,515</b>	<b>23,883</b>	<b>42,398</b>
475	447	<b>922</b>	472	441	<b>913</b>	On secondment in France	430	406	<b>836</b>
338	101	<b>439</b>	295	81	<b>376</b>	On secondment outside France	289	77	<b>366</b>
<b>17,558</b>	<b>23,138</b>	<b>40,696</b>	<b>17,558</b>	<b>23,138</b>	<b>40,696</b>	<b>111-C - Total headcount including employees on secondment</b>	<b>19,234</b>	<b>24,366</b>	<b>43,600</b>

\* Including 61 employees received on secondment in 2020, 81 employees received on secondment in 2021 and 81 employees received on secondment in 2022.

\*\* Including 2,161 ex BP2S employees the 31/12/2022



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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
3,690	9,021	<b>12,711</b>	3,654	8,519	<b>12,173</b>	3,946	8,636	<b>12,582</b>
13,055	13,569	<b>26,624</b>	13,050	13,682	<b>26,732</b>	14,569	15,247	<b>29,816</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>	<b>18,515</b>	<b>23,883</b>	<b>42,398</b>

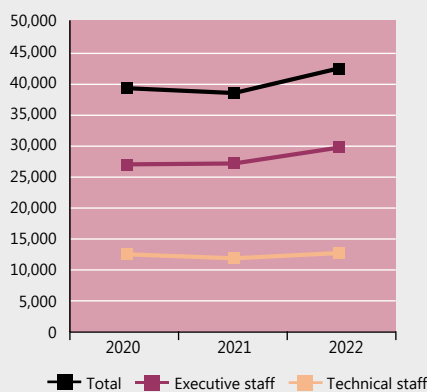
## 111-B | BREAKDOWN OF TOTAL HEADCOUNT PER CATEGORY

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
29.0	71.0	<b>100.0</b>	30.0	70.0	<b>100.0</b>	31.4	68.6	<b>100.0</b>
49.0	51.0	<b>100.0</b>	48.8	51.2	<b>100.0</b>	48.9	51.1	<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>	<b>43.7</b>	<b>56.3</b>	<b>100.0</b>

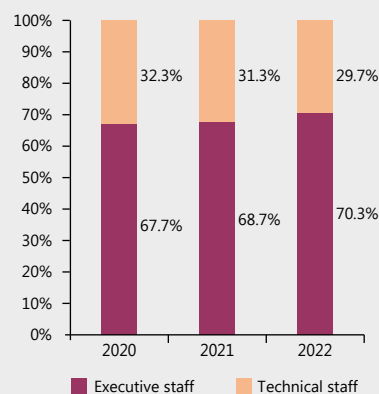
## 111-B | BREAKDOWN OF TOTAL HEADCOUNT BY GENDER (Technical staff + Executive staff)

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
22.0	39.9	<b>32.3</b>	21.9	38.4	<b>31.3</b>	21.3	36.2	<b>29.7</b>
78.0	60.1	<b>67.7</b>	78.1	61.6	<b>68.7</b>	78.7	63.8	<b>70.3</b>
<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

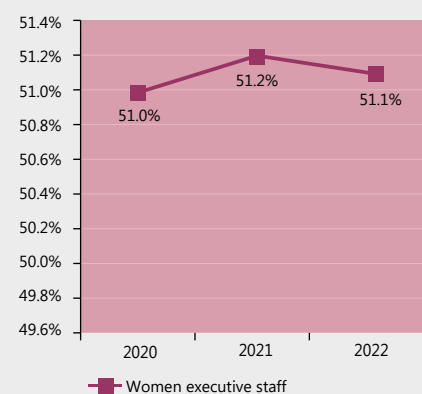
Change in headcount



Change in headcounts (as a %)



Change in women executive staff (as a %)

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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
3,635	8,450	<b>12,085</b>	3,604	7,987	<b>11,591</b>	3,899	8,131	<b>12,030</b>
13,003	13,205	<b>26,208</b>	12,999	13,318	<b>26,317</b>	14,516	14,864	<b>29,379</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>	<b>18,415</b>	<b>22,995</b>	<b>41,409</b>

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

## 112 | PERMANENT STAFF

2020			2021			2022			
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
2,421	5,370	<b>7,791</b>	2,158	4,923	<b>7,081</b>	Technical staff	2,387	5,028	<b>7,415</b>
12,302	11,343	<b>23,645</b>	11,906	11,205	<b>23,111</b>	Executive staff	14,175	13,074	<b>27,249</b>
<b>14,723</b>	<b>16,713</b>	<b>31,436</b>	<b>14,064</b>	<b>16,128</b>	<b>30,192</b>	<b>TOTAL</b>	<b>16,562</b>	<b>18,102</b>	<b>34,664</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.  
No BP2S employees.

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

2020			2021			2022			
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
<b>Paid headcount</b>									
31	91	<b>122</b>	64	103	<b>167</b>	Technical staff	65	115	<b>180</b>
58	68	<b>126</b>	59	59	<b>118</b>	Executive staff	55	77	<b>132</b>
<b>89</b>	<b>159</b>	<b>248</b>	<b>123</b>	<b>162</b>	<b>285</b>	<b>TOTAL</b>	<b>120</b>	<b>192</b>	<b>312</b>
<b>Unpaid absentees</b>									
1	2	<b>3</b>	2	0	<b>2</b>	Technical staff	0	2	<b>2</b>
0	1	<b>1</b>	1	0	<b>1</b>	Executive staff	0	0	<b>0</b>
<b>1</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>TOTAL</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Apprenticeship*</b>									
685	701	<b>1,386</b>	934	812	<b>1,746</b>	Technical staff	1,187	1,096	<b>2,283</b>
5	1	<b>6</b>	1	4	<b>5</b>	Executive staff	6	5	<b>11</b>
<b>690</b>	<b>702</b>	<b>1,392</b>	<b>935</b>	<b>816</b>	<b>1,751</b>	<b>TOTAL</b>	<b>1,193</b>	<b>1,101</b>	<b>2,294</b>
<b>Other work-study contracts</b>									
223	228	<b>451</b>	117	109	<b>226</b>	Technical staff	108	93	<b>201</b>
0	0	<b>0</b>	0	0	<b>0</b>	Executive staff	0	0	<b>0</b>
<b>223</b>	<b>228</b>	<b>451</b>	<b>117</b>	<b>109</b>	<b>226</b>	<b>TOTAL</b>	<b>108</b>	<b>93</b>	<b>0</b>
<b>Total</b>									
1,173	1,351	<b>2,524</b>	1,117	1,024	<b>2,141</b>	Technical staff	1,360	1,306	<b>2,666</b>
76	97	<b>173</b>	61	63	<b>124</b>	Executive staff	61	82	<b>143</b>
<b>1,249</b>	<b>1,448</b>	<b>2,697</b>	<b>1,178</b>	<b>1,087</b>	<b>2,265</b>	<b>TOTAL</b>	<b>1,421</b>	<b>1,388</b>	<b>2,809</b>

\* Including 11 Industrial Training & Research Agreement (CIFRE) contracts in 2022.

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

2020	2021	2022	
13,427	12,373	Technical staff	12,273
26,702	26,550	Executive staff	27,616
<b>40,129</b>	<b>38,923</b>	<b>TOTAL</b>	<b>39,889</b>

Monthly headcount obtained by adding together the number of employees at the end of each month and dividing the total by 12.  
Including ex BP2S employees between at 10/1/2022 and at 12/31/2022.

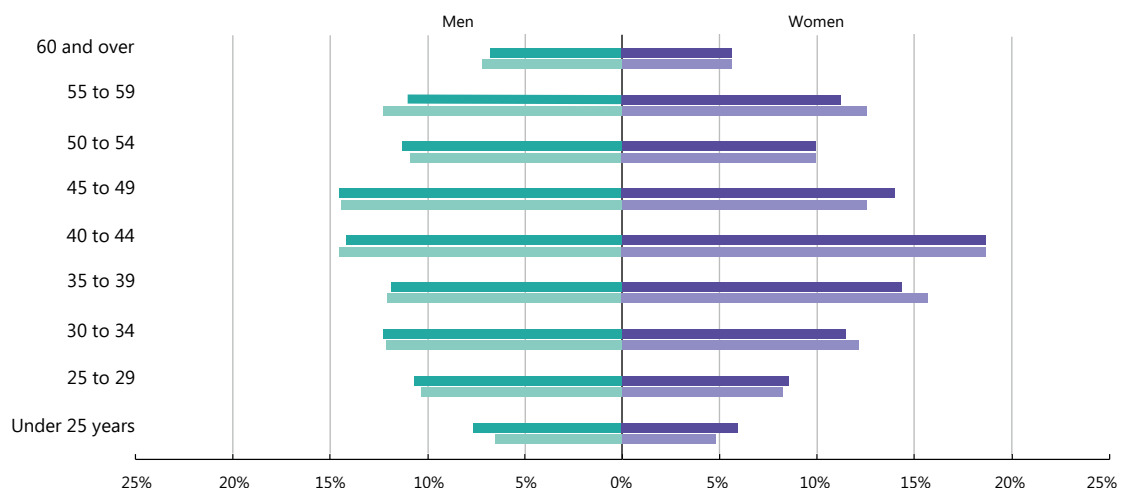
115/116 | **BREAKDOWN OF TOTAL HEADCOUNT BY GENDER AND BY AGE AS AT DECEMBER 31<sup>ST</sup>** (one for one)

2020						2021						2022						
M	%	W	%	TOTAL	%	M	%	W	%	TOTAL	%	M	%	W	%	TOTAL	%	
<b>UNDER 25</b>																		
807	21.9	914	10.1	<b>1,721</b>	<b>13.5</b>	909	24.9	920	10.8	<b>1,829</b>	<b>15.0</b>	Technical staff	1,147	29.1	1,192	13.8	<b>2,339</b>	<b>18.6</b>
118	0.9	113	0.8	<b>231</b>	<b>0.9</b>	183	1.4	159	1.2	<b>342</b>	<b>1.3</b>	Executive staff	258	1.8	245	1.6	<b>503</b>	<b>1.7</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>1,092</b>	<b>6.5</b>	<b>1,079</b>	<b>4.9</b>	<b>2,171</b>	<b>5.6</b>	<b>TOTAL</b>	<b>1,405</b>	<b>7.6</b>	<b>1,437</b>	<b>6.0</b>	<b>2,842</b>	<b>6.7</b>
<b>25 TO 29 YEARS</b>																		
644	17.5	947	10.5	<b>1,591</b>	<b>12.5</b>	636	17.4	853	10.0	<b>1,489</b>	<b>12.2</b>	Technical staff	684	17.3	920	10.7	<b>1,604</b>	<b>12.7</b>
1,097	8.4	1,022	7.5	<b>2,119</b>	<b>8.0</b>	1,083	8.3	998	7.3	<b>2,081</b>	<b>7.8</b>	Executive staff	1,294	8.9	1,124	7.4	<b>2,418</b>	<b>8.1</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>1,719</b>	<b>10.3</b>	<b>1,851</b>	<b>8.3</b>	<b>3,570</b>	<b>9.2</b>	<b>TOTAL</b>	<b>1,978</b>	<b>10.7</b>	<b>2,044</b>	<b>8.6</b>	<b>4,022</b>	<b>9.5</b>
<b>30 TO 34 YEARS</b>																		
527	14.3	1,163	12.9	<b>1,690</b>	<b>13.3</b>	538	14.7	1,072	12.6	<b>1,610</b>	<b>13.2</b>	Technical staff	575	14.6	1,042	12.1	<b>1,617</b>	<b>12.9</b>
1,491	11.4	1,585	11.7	<b>3,076</b>	<b>11.6</b>	1,476	11.3	1,478	10.8	<b>2,954</b>	<b>11.1</b>	Executive staff	1,675	11.5	1,663	10.9	<b>3,338</b>	<b>11.2</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>2,014</b>	<b>12.1</b>	<b>2,550</b>	<b>11.5</b>	<b>4,564</b>	<b>11.7</b>	<b>TOTAL</b>	<b>2,250</b>	<b>12.2</b>	<b>2,705</b>	<b>11.3</b>	<b>4,955</b>	<b>11.7</b>
<b>35 TO 39 YEARS</b>																		
381	10.3	1,531	17.0	<b>1,912</b>	<b>15.0</b>	383	10.5	1,287	15.1	<b>1,670</b>	<b>13.7</b>	Technical staff	395	10.0	1,159	13.4	<b>1,554</b>	<b>12.4</b>
1,775	13.6	2,386	17.6	<b>4,161</b>	<b>15.6</b>	1,622	12.4	2,208	16.1	<b>3,830</b>	<b>14.3</b>	Executive staff	1,808	12.4	2,280	15.0	<b>4,088</b>	<b>13.7</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>2,005</b>	<b>12.0</b>	<b>3,495</b>	<b>15.7</b>	<b>5,500</b>	<b>14.1</b>	<b>TOTAL</b>	<b>2,203</b>	<b>11.9</b>	<b>3,439</b>	<b>14.4</b>	<b>5,642</b>	<b>13.3</b>
<b>40 TO 44 YEARS</b>																		
315	8.5	1,295	14.4	<b>1,610</b>	<b>12.7</b>	309	8.5	1,388	16.3	<b>1,697</b>	<b>13.9</b>	Technical staff	322	8.2	1,437	16.6	<b>1,759</b>	<b>14.0</b>
2,103	16.1	2,617	19.3	<b>4,720</b>	<b>17.7</b>	2,116	16.2	2,757	20.2	<b>4,873</b>	<b>18.2</b>	Executive staff	2,303	15.8	3,034	19.9	<b>5,337</b>	<b>17.9</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>2,425</b>	<b>14.5</b>	<b>4,145</b>	<b>18.7</b>	<b>6,570</b>	<b>16.9</b>	<b>TOTAL</b>	<b>2,625</b>	<b>14.2</b>	<b>4,471</b>	<b>18.7</b>	<b>7,096</b>	<b>16.7</b>
<b>45 TO 49 YEARS</b>																		
135	3.7	613	6.8	<b>748</b>	<b>5.9</b>	156	4.3	657	7.7	<b>813</b>	<b>6.7</b>	Technical staff	206	5.2	771	8.9	<b>977</b>	<b>7.8</b>
2,157	16.5	2,061	15.2	<b>4,218</b>	<b>15.8</b>	2,250	17.2	2,140	15.6	<b>4,390</b>	<b>16.4</b>	Executive staff	2,482	17.0	2,569	16.8	<b>5,051</b>	<b>16.9</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>2,406</b>	<b>14.4</b>	<b>2,797</b>	<b>12.6</b>	<b>5,203</b>	<b>13.4</b>	<b>TOTAL</b>	<b>2,688</b>	<b>14.5</b>	<b>3,340</b>	<b>14.0</b>	<b>6,028</b>	<b>14.2</b>
<b>50 TO 54 YEARS</b>																		
191	5.2	675	7.5	<b>866</b>	<b>6.8</b>	160	4.4	632	7.4	<b>792</b>	<b>6.5</b>	Technical staff	153	3.9	604	7.0	<b>757</b>	<b>6.0</b>
1,593	12.2	1,543	11.4	<b>3,136</b>	<b>11.8</b>	1,641	12.6	1,591	11.6	<b>3,232</b>	<b>12.1</b>	Executive staff	1,948	13.4	1,778	11.7	<b>3,726</b>	<b>12.5</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>1,801</b>	<b>10.8</b>	<b>2,223</b>	<b>10.0</b>	<b>4,024</b>	<b>10.3</b>	<b>TOTAL</b>	<b>2,101</b>	<b>11.3</b>	<b>2,382</b>	<b>10.0</b>	<b>4,483</b>	<b>10.6</b>
<b>DE 55 À 59 YEARS</b>																		
401	10.9	1,383	15.3	<b>1,784</b>	<b>14.0</b>	319	8.7	1,133	13.3	<b>1,452</b>	<b>11.9</b>	Technical staff	261	6.6	921	10.7	<b>1,182</b>	<b>9.4</b>
1,766	13.5	1,652	12.2	<b>3,418</b>	<b>12.8</b>	1,721	13.2	1,657	12.1	<b>3,378</b>	<b>12.6</b>	Executive staff	1,771	12.2	1,775	11.6	<b>3,546</b>	<b>11.9</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>2,040</b>	<b>12.2</b>	<b>2,790</b>	<b>12.6</b>	<b>4,830</b>	<b>12.4</b>	<b>TOTAL</b>	<b>2,032</b>	<b>11.0</b>	<b>2,696</b>	<b>11.3</b>	<b>4,728</b>	<b>11.2</b>
<b>60 AND OVER</b>																		
289	7.8	500	5.5	<b>789</b>	<b>6.2</b>	244	6.7	577	6.8	<b>821</b>	<b>6.7</b>	Technical staff	203	5.1	590	6.8	<b>793</b>	<b>6.3</b>
955	7.3	590	4.3	<b>1,545</b>	<b>5.8</b>	958	7.3	694	5.1	<b>1,652</b>	<b>6.2</b>	Executive staff	1,030	7.1	779	5.1	<b>1,809</b>	<b>6.1</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>1,202</b>	<b>7.2</b>	<b>1,271</b>	<b>5.7</b>	<b>2,473</b>	<b>6.4</b>	<b>TOTAL</b>	<b>1,233</b>	<b>6.7</b>	<b>1,369</b>	<b>5.7</b>	<b>2,602</b>	<b>6.1</b>
<b>16,745</b>	<b>100</b>	<b>22,590</b>	<b>100</b>	<b>39,335</b>	<b>100</b>	<b>16,704</b>	<b>100</b>	<b>22,201</b>	<b>100</b>	<b>38,905</b>	<b>100</b>	<b>GLOBAL</b>	<b>18,515</b>	<b>100</b>	<b>23,883</b>	<b>100</b>	<b>42,398</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 2021-2022**

- 2022 Women
- 2022 Men
- 2021 Women
- 2021 Men

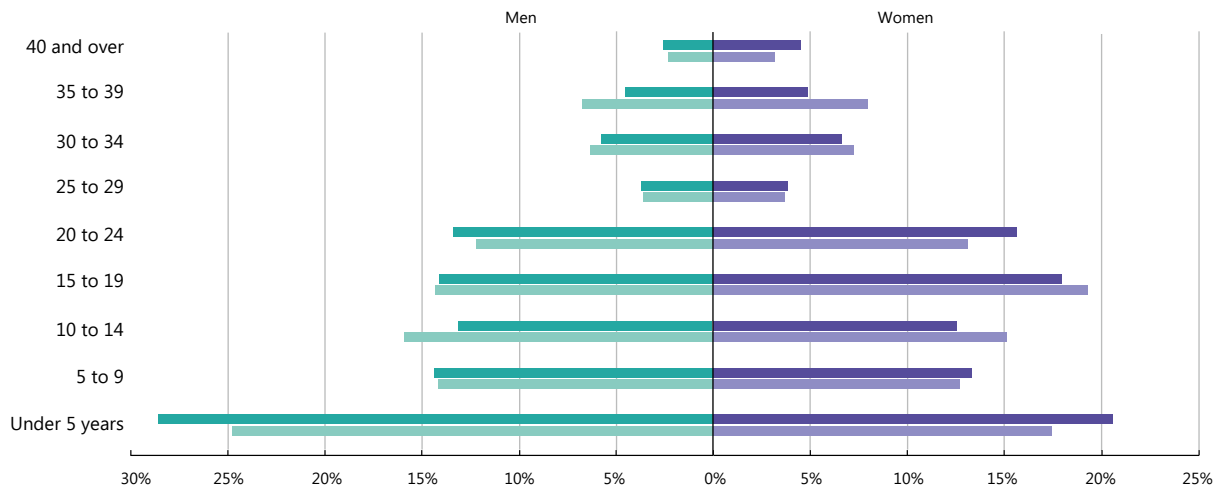


115/117 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY LENGTH OF SERVICE AS AT DECEMBER 31<sup>ST</sup> (one for one)

2020						2021						2022						
M	%	W	%	TOTAL	%	M	%	W	%	TOTAL	%	M	%	W	%	TOTAL	%	
<b>LESS THAN 5 YEARS</b>																		
1,532	41.5	1,896	21.0	<b>3,428</b>	<b>27.0</b>	1,702	46.6	1,890	22.2	<b>3,592</b>	<b>29.5</b>	Technical staff	2,163	54.8	2,471	28.6	<b>4,634</b>	<b>36.8</b>
2,587	19.8	2,234	16.5	<b>4,821</b>	<b>18.1</b>	2,420	18.5	1,994	14.6	<b>4,414</b>	<b>16.5</b>	Executive staff	3,132	21.5	2,455	16.1	<b>5,587</b>	<b>18.7</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>4,122</b>	<b>24.7</b>	<b>3,884</b>	<b>17.5</b>	<b>8,006</b>	<b>20.6</b>	<b>TOTAL</b>	<b>5,295</b>	<b>28.6</b>	<b>4,926</b>	<b>20.6</b>	<b>10,221</b>	<b>24.1</b>
<b>5 TO 9 YEARS</b>																		
597	16.2	1,153	12.8	<b>1,750</b>	<b>13.8</b>	566	15.5	1,063	12.5	<b>1,629</b>	<b>13.4</b>	Technical staff	528	13.4	1,000	11.6	<b>1,528</b>	<b>12.1</b>
1,705	13.1	1,566	11.5	<b>3,271</b>	<b>12.3</b>	1,785	13.7	1,757	12.8	<b>3,542</b>	<b>13.3</b>	Executive staff	2,124	14.6	2,172	14.2	<b>4,296</b>	<b>14.4</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>2,351</b>	<b>14.1</b>	<b>2,820</b>	<b>12.7</b>	<b>5,171</b>	<b>13.3</b>	<b>TOTAL</b>	<b>2,652</b>	<b>14.3</b>	<b>3,172</b>	<b>13.3</b>	<b>5,824</b>	<b>13.7</b>
<b>10 TO 14 YEARS</b>																		
377	10.2	1,400	15.5	<b>1,777</b>	<b>14.0</b>	357	9.8	1,239	14.5	<b>1,596</b>	<b>13.1</b>	Technical staff	328	8.3	1,089	12.6	<b>1,417</b>	<b>11.3</b>
2,401	18.4	2,427	17.9	<b>4,828</b>	<b>18.1</b>	2,298	17.6	2,133	15.6	<b>4,431</b>	<b>16.6</b>	Executive staff	2,106	14.5	1,898	12.4	<b>4,004</b>	<b>13.4</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>2,655</b>	<b>15.9</b>	<b>3,372</b>	<b>15.2</b>	<b>6,027</b>	<b>15.5</b>	<b>TOTAL</b>	<b>2,434</b>	<b>13.1</b>	<b>2,987</b>	<b>12.5</b>	<b>5,421</b>	<b>12.8</b>
<b>15 TO 19 YEARS</b>																		
297	8.0	1,649	18.3	<b>1,946</b>	<b>15.3</b>	273	7.5	1,471	17.3	<b>1,744</b>	<b>14.3</b>	Technical staff	257	6.5	1,286	14.9	<b>1,543</b>	<b>12.3</b>
2,256	17.3	2,932	21.6	<b>5,188</b>	<b>19.5</b>	2,108	16.2	2,821	20.6	<b>4,929</b>	<b>18.4</b>	Executive staff	2,352	16.1	3,005	19.7	<b>5,357</b>	<b>18.0</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>2,381</b>	<b>14.3</b>	<b>4,292</b>	<b>19.3</b>	<b>6,673</b>	<b>17.2</b>	<b>TOTAL</b>	<b>2,609</b>	<b>14.1</b>	<b>4,291</b>	<b>18</b>	<b>6,900</b>	<b>16.3</b>
<b>20 TO 24 YEARS</b>																		
86	2.3	503	5.6	<b>589</b>	<b>4.6</b>	125	3.4	737	8.7	<b>862</b>	<b>7.1</b>	Technical staff	164	4.2	961	11.1	<b>1,125</b>	<b>8.9</b>
1,371	10.5	1,553	11.4	<b>2,924</b>	<b>11.0</b>	1,915	14.7	2,162	15.8	<b>4,077</b>	<b>15.3</b>	Executive staff	2,313	15.9	2,790	18.3	<b>5,103</b>	<b>17.1</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>2,040</b>	<b>12.2</b>	<b>2,899</b>	<b>13.1</b>	<b>4,939</b>	<b>12.7</b>	<b>TOTAL</b>	<b>2,477</b>	<b>13.4</b>	<b>3,751</b>	<b>15.7</b>	<b>6,228</b>	<b>14.7</b>
<b>25 TO 29 YEARS</b>																		
100	2.7	354	3.9	<b>454</b>	<b>3.6</b>	73	2.0	230	2.7	<b>303</b>	<b>2.5</b>	Technical staff	51	1.3	197	2.3	<b>248</b>	<b>2.0</b>
638	4.9	688	5.1	<b>1,326</b>	<b>5.0</b>	528	4.0	589	4.3	<b>1,117</b>	<b>4.2</b>	Executive staff	629	4.3	712	4.7	<b>1,341</b>	<b>4.5</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>601</b>	<b>3.6</b>	<b>819</b>	<b>3.7</b>	<b>1,420</b>	<b>3.6</b>	<b>TOTAL</b>	<b>680</b>	<b>3.7</b>	<b>909</b>	<b>3.8</b>	<b>1,589</b>	<b>3.7</b>
<b>30 TO 34 YEARS</b>																		
147	4.0	540	6.0	<b>687</b>	<b>5.4</b>	145	4.0	574	6.7	<b>719</b>	<b>5.9</b>	Technical staff	144	3.6	523	6.1	<b>667</b>	<b>5.3</b>
843	6.5	937	6.9	<b>1,780</b>	<b>6.7</b>	902	6.9	1,055	7.7	<b>1,957</b>	<b>7.3</b>	Executive staff	914	6.3	1,079	7.1	<b>1,993</b>	<b>6.7</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>1,047</b>	<b>6.3</b>	<b>1,629</b>	<b>7.3</b>	<b>2,676</b>	<b>6.9</b>	<b>TOTAL</b>	<b>1,058</b>	<b>5.7</b>	<b>1,602</b>	<b>6.7</b>	<b>2,660</b>	<b>6.3</b>
<b>35 TO 39 YEARS</b>																		
413	11.2	1,121	12.4	<b>1,534</b>	<b>12.1</b>	292	8.0	905	10.6	<b>1,197</b>	<b>9.8</b>	Technical staff	170	4.3	525	6.1	<b>695</b>	<b>5.5</b>
981	7.5	963	7.1	<b>1,944</b>	<b>7.3</b>	833	6.4	871	6.4	<b>1,704</b>	<b>6.4</b>	Executive staff	663	4.6	652	4.3	<b>1,315</b>	<b>4.4</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>1,125</b>	<b>6.7</b>	<b>1,776</b>	<b>8.0</b>	<b>2,901</b>	<b>7.5</b>	<b>TOTAL</b>	<b>833</b>	<b>4.5</b>	<b>1,177</b>	<b>4.9</b>	<b>2,010</b>	<b>4.7</b>
<b>40 YEARS AND OVER</b>																		
141	3.8	405	4.5	<b>546</b>	<b>4.3</b>	121	3.3	410	4.8	<b>531</b>	<b>4.4</b>	Technical staff	141	3.6	584	6.8	<b>725</b>	<b>5.8</b>
273	2.1	269	2.0	<b>542</b>	<b>2.0</b>	261	2.0	300	2.2	<b>561</b>	<b>2.1</b>	Executive staff	336	2.3	484	3.2	<b>820</b>	<b>2.8</b>
<b>414</b>	<b>2.5</b>	<b>674</b>	<b>3.0</b>	<b>1,088</b>	<b>2.8</b>	<b>382</b>	<b>2.3</b>	<b>710</b>	<b>3.2</b>	<b>1,092</b>	<b>2.8</b>	<b>TOTAL</b>	<b>477</b>	<b>2.6</b>	<b>1,068</b>	<b>4.5</b>	<b>1,545</b>	<b>3.6</b>
16,745	100	22,590	100	<b>39,335</b>	<b>100</b>	16,704	100	22,201	100	<b>38,905</b>	<b>100</b>	<b>GLOBAL</b>	<b>18,515</b>	<b>100</b>	<b>23,883</b>	<b>100</b>	<b>42,398</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 2021-2022**





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

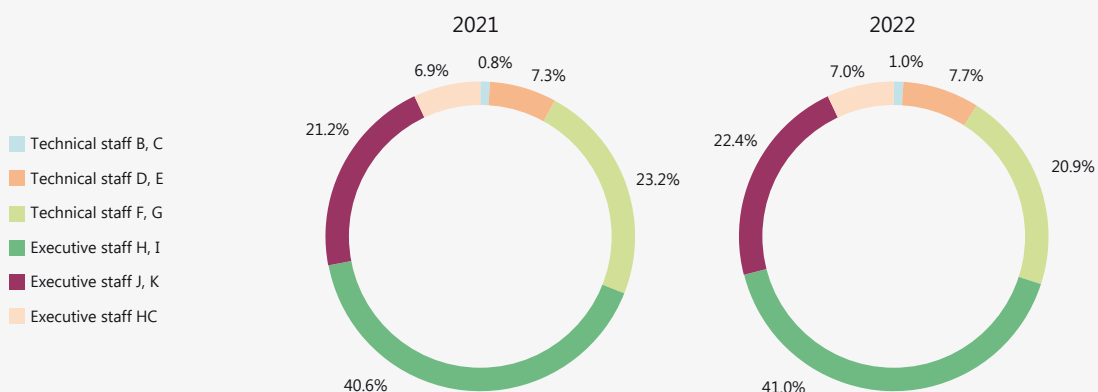
2020				2021				2022			
FRENCH		FOREIGNERS		FRENCH		FOREIGNERS		FRENCH		FOREIGNERS	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
3,498	8,781	192	240	3,430	8,251	224	268	3,620	8,219	326	417
12,422	12,880	633	689	12,405	12,995	645	687	13,727	14,327	842	920
<b>15,920</b>	<b>21,661</b>	<b>825</b>	<b>929</b>	<b>15,835</b>	<b>21,246</b>	<b>869</b>	<b>955</b>	<b>17,347</b>	<b>22,546</b>	<b>1,168</b>	<b>1,337</b>
<b>37,581</b>	<b>1,754</b>	<b>37,081</b>	<b>1,824</b>	<b>37,081</b>	<b>1,824</b>	<b>37,081</b>	<b>1,824</b>	<b>39,893</b>	<b>2,505</b>	<b>39,893</b>	<b>2,505</b>

115/119 | BREAKDOWN OF HEADCOUNT BY GENDER AND BY NATIONALITY AS AT DECEMBER 31<sup>st</sup> (one for one)

2020					2021					2022					OBJECTIVE OF WOMAN FRAMEWORK IN %	
M	%	W	%	TOTAL	M	%	W	%	TOTAL	M	%	W	%	TOTAL		
10	29.4	24	70.6	<b>34</b>	10	31.3	22	68.8	<b>32</b>	B	8	28.6	20	71.4	<b>28</b>	
80	36.5	139	63.5	<b>219</b>	123	44.1	156	55.9	<b>279</b>	C	179	45.3	216	54.7	<b>395</b>	
355	38.3	572	61.7	<b>927</b>	383	41.5	540	58.5	<b>923</b>	D	406	43.8	521	56.2	<b>927</b>	
730	34.6	1,382	65.4	<b>2,112</b>	691	36.3	1,214	63.7	<b>1,905</b>	E	954	40.5	1,402	59.5	<b>2,356</b>	
1,020	23.8	3,258	76.2	<b>4,278</b>	1,004	24.5	3,088	75.5	<b>4,092</b>	F	992	25.1	2,956	74.9	<b>3,948</b>	
1,495	29.1	3,646	70.9	<b>5,141</b>	1,443	29.2	3,499	70.8	<b>4,942</b>	G	1,407	28.6	3,521	71.4	<b>4,928</b>	
<b>3,690</b>	<b>29.0</b>	<b>9,021</b>	<b>71.0</b>	<b>12,711</b>	<b>3,654</b>	<b>30.0</b>	<b>8,519</b>	<b>70.0</b>	<b>12,173</b>	Technical staff	<b>3,946</b>	<b>31.4</b>	<b>8,636</b>	<b>68.6</b>	<b>12,582</b>	
3,502	38.7	5,541	61.3	<b>9,043</b>	3,412	38.4	5,480	61.6	<b>8,892</b>	H	3,884	39.2	6,013	60.8	<b>9,897</b>	60.0
3,436	49.0	3,576	51.0	<b>7,012</b>	3,319	48.0	3,589	52.0	<b>6,908</b>	I	3,526	47.2	3,947	52.8	<b>7,473</b>	51.0
2,812	55.2	2,279	44.8	<b>5,091</b>	2,899	55.4	2,333	44.6	<b>5,232</b>	J	3,292	55.3	2,659	44.7	<b>5,951</b>	47.0
1,697	58.2	1,217	41.8	<b>2,914</b>	1,745	57.9	1,269	42.1	<b>3,014</b>	K	2,053	58.2	1,475	41.8	<b>3,528</b>	42.0
1,608	62.7	956	37.3	<b>2,564</b>	1,675	62.4	1,011	37.6	<b>2,686</b>	HC	1,814	61.1	1,153	38.9	<b>2,967</b>	38.0
<b>13,055</b>	<b>49.0</b>	<b>13,569</b>	<b>51.0</b>	<b>26,624</b>	<b>13,050</b>	<b>48.8</b>	<b>13,682</b>	<b>51.2</b>	<b>26,732</b>	Executive staff	<b>14,569</b>	<b>48.9</b>	<b>15,247</b>	<b>51.1</b>	<b>29,816</b>	
<b>16,745</b>	<b>42.6</b>	<b>22,590</b>	<b>57.4</b>	<b>39,335</b>	<b>16,704</b>	<b>42.9</b>	<b>22,201</b>	<b>57.1</b>	<b>38,905</b>	TOTAL	<b>18,515</b>	<b>43.7</b>	<b>23,883</b>	<b>56.3</b>	<b>42,398</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\*

2020	2021	2022
6,768	7,186	<b>8,044</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)

2020	2021	2022
29	55	<b>41</b>

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

2020	2021	2022
1,951	2,432	<b>2,448</b>

### 123 | AVERAGE MONTHLY HEADCOUNT OF TEMPORARY EMPLOYEES

2020	2021	2022
798	823	<b>678</b>

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

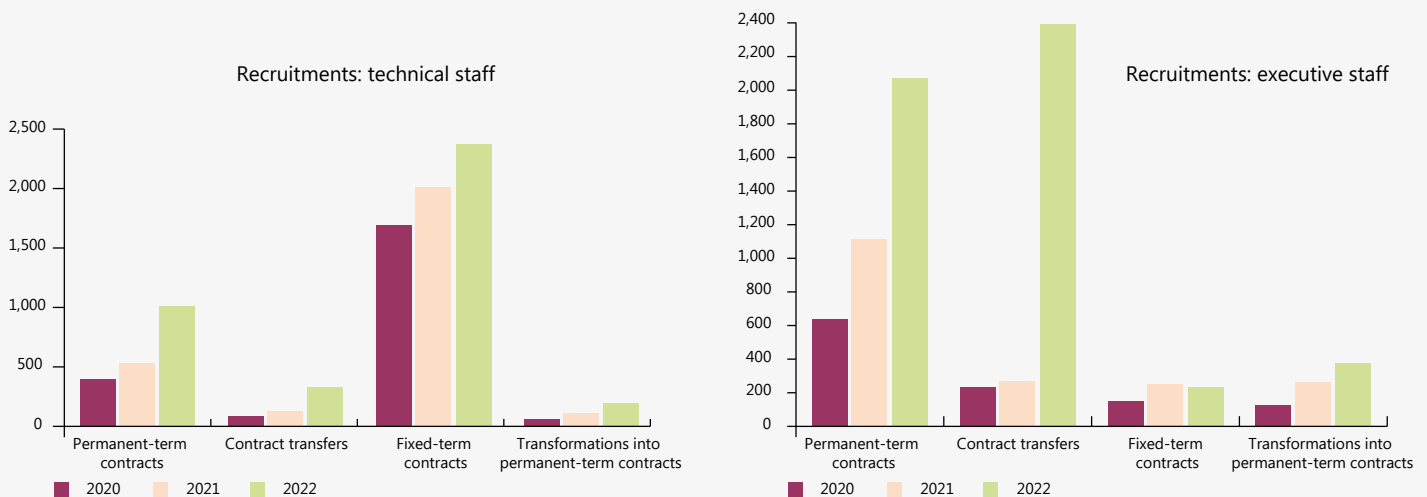
2020	2021	2022
50	59	<b>58</b>

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



### 13 | RECRUITMENTS BY HIERARCHICAL LEVEL A,D BY GENDER (one for one)

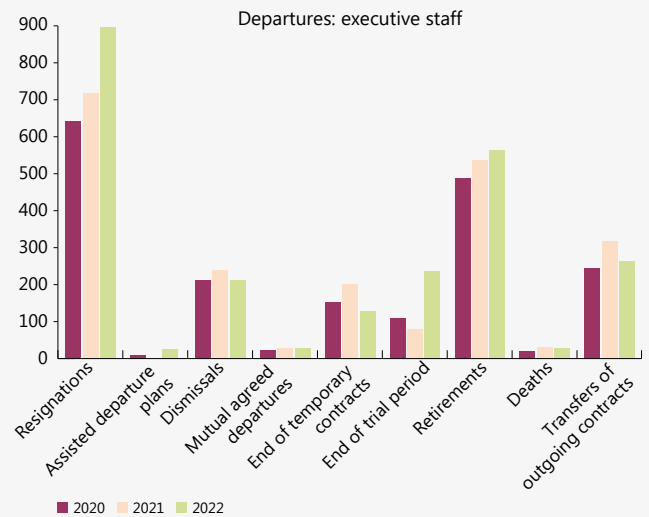
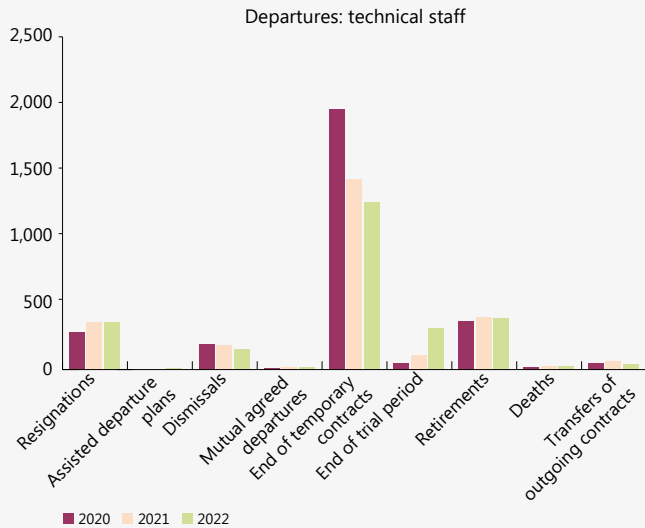
2020						2021						2022						
TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		
M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	H	F	
998	1,249	614	538	<b>1,612</b>	<b>1,787</b>	1,271	1,505	1,070	820	<b>2,341</b>	<b>2,235</b>	<b>130-A Total recruitments</b>	<b>1,744</b>	<b>2,147</b>	<b>2,634</b>	<b>2,431</b>	<b>4,378</b>	<b>4,578</b>
175	227	384	247	<b>559</b>	<b>474</b>	230	303	699	406	<b>929</b>	<b>709</b>	131 - Permanent contract hiring	428	574	1,173	893	<b>1,601</b>	<b>1,467</b>
25	63	108	132	<b>133</b>	<b>195</b>	25	94	142	125	<b>167</b>	<b>219</b>	130-B - Contract transfers	96	226	1,157	1,220	<b>1,253</b>	<b>1,446</b>
777	919	60	91	<b>837</b>	<b>1,010</b>	977	1,035	105	142	<b>1,082</b>	<b>1,177</b>	132 - Temporary contract hiring	1,148	1,223	98	142	<b>1,246</b>	<b>1,365</b>
21	40	62	68	<b>83</b>	<b>108</b>	39	73	124	147	<b>163</b>	<b>220</b>	132-A - Transformations into Permanent-Term Contracts	72	124	206	176	<b>278</b>	<b>300</b>
643	762	95	97	<b>738</b>	<b>859</b>	780	844	205	187	<b>985</b>	<b>1,031</b>	134 - Out of which number of recruits aged 25 or less	955	1,046	262	234	<b>1,217</b>	<b>1,280</b>

### 133 | NUMBER OF SEASONAL WORKERS

2020	2021	2022
4,058	4,166	<b>4,001</b>

## 14 | DEPARTURES

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



### 14 | DEPARTURE BY HIERARCHICAL LEVEL AND BY GENDER (one for one)

2020						2021						2022					
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
1,234	1,689	997	880	2,231	2,569	1,055	1,520	1,150	974	2,205	2,494	1,106	1,462	1,204	1,147	2,310	2,609
104	180	316	322	420	502	127	234	389	323	516	557	142	217	473	415	617	632
-	-	3	6	3	6	-	-	-	-	-	-	-	2	7	17	7	19
56	138	109	98	165	236	52	130	114	123	166	253	49	110	87	122	136	232
3	5	8	12	11	17	8	6	11	15	19	21	4	9	12	13	16	22
892	1,069	58	94	950	1,163	644	789	81	118	725	907	616	651	52	73	668	724
19	27	68	39	87	66	49	65	51	24	100	89	158	162	132	102	290	264
137	230	296	187	433	417	142	252	319	213	461	465	117	270	307	253	424	523
6	9	13	5	19	14	9	10	22	7	31	17	10	10	19	6	29	16
17	31	126	117	143	148	24	34	163	151	187	185	8	31	115	146	123	177

### OVERVIEW: RECRUITMENTS / DEPARTURES

2020	2021	2022
40,938	39,335	38,905
3,399	4,666	8,956
-4,800	-4,699	-4,919
-11	-14	34
-191	-383	-578
39,335	38,905	42,398

\* Included in recruitments, not included in departures.

## 15 | CAREER DEVELOPMENT

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
-	-	-	-	-	-	C	-	-	-
7	4	<b>11</b>	4	4	<b>8</b>	D	<b>3</b>	<b>8</b>	<b>11</b>
49	71	<b>120</b>	40	66	<b>106</b>	E	<b>33</b>	<b>59</b>	<b>92</b>
121	294	<b>415</b>	87	212	<b>299</b>	F	<b>63</b>	<b>170</b>	<b>233</b>
179	457	<b>636</b>	137	374	<b>511</b>	G	<b>149</b>	<b>421</b>	<b>570</b>
356	826	<b>1,182</b>	268	656	<b>924</b>	Technical staff	<b>248</b>	<b>658</b>	<b>906</b>
123	312	<b>435</b>	110	276	<b>386</b>	H	<b>93</b>	<b>293</b>	<b>386</b>
356	404	<b>760</b>	316	342	<b>658</b>	I	<b>283</b>	<b>360</b>	<b>643</b>
310	247	<b>557</b>	323	297	<b>620</b>	J	<b>292</b>	<b>273</b>	<b>565</b>
156	149	<b>305</b>	196	157	<b>353</b>	K	<b>209</b>	<b>160</b>	<b>369</b>
83	66	<b>149</b>	81	91	<b>172</b>	HC	<b>85</b>	<b>82</b>	<b>167</b>
1,028	1,178	<b>2,206</b>	1,026	1,163	<b>2,189</b>	Executive staff	<b>962</b>	<b>1,168</b>	<b>2,130</b>
1,384	2,004	<b>3,388</b>	1,294	1,819	<b>3,113</b>	TOTAL	<b>1,210</b>	<b>1,826</b>	<b>3,036</b>

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

2019			2020				2021		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
2,984	8,196	<b>11,180</b>	2,611	7,410	<b>10,021</b>	Technical staff	2,444	6,927	<b>9,371</b>
11,604	12,234	<b>23,838</b>	11,241	12,134	<b>23,375</b>	Executive staff	11,169	12,186	<b>23,355</b>
<b>14,588</b>	<b>20,430</b>	<b>35,018</b>	<b>13,852</b>	<b>19,544</b>	<b>33,396</b>	TOTAL	<b>13,613</b>	<b>19,113</b>	<b>32,726</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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
3.18	7.39	<b>10.57</b>	2.67	6.55	<b>9.22</b>	Technical staff	2.65	7.02	<b>9.67</b>
4.31	4.94	<b>9.25</b>	4.39	4.98	<b>9.36</b>	Executive staff	4.12	5.00	<b>9.12</b>
<b>3.95</b>	<b>5.72</b>	<b>9.68</b>	<b>3.87</b>	<b>5.45</b>	<b>9.32</b>	TOTAL	<b>3.70</b>	<b>5.58</b>	<b>9.28</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
11.93	10.08	10.57	10.26	8.85	<b>9.22</b>	Technical staff	10.15	9.50	<b>9.67</b>
8.86	9.63	9.25	9.13	9.58	<b>9.36</b>	Executive staff	8.61	9.58	<b>9.12</b>
<b>9.49</b>	<b>9.81</b>	<b>9.68</b>	<b>9.34</b>	<b>9.31</b>	<b>9.32</b>	TOTAL	<b>8.89</b>	<b>9.55</b>	<b>9.28</b>



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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
0	0	<b>0</b>	1	0	<b>1</b>	C	3	6	<b>9</b>
14	21	<b>35</b>	3	9	<b>12</b>	D	7	15	<b>22</b>
45	114	<b>159</b>	33	104	<b>137</b>	E	50	101	<b>151</b>
144	471	<b>615</b>	154	483	<b>637</b>	F	119	425	<b>544</b>
187	501	<b>688</b>	171	499	<b>670</b>	G	184	533	<b>717</b>
390	1,107	<b>1,497</b>	362	1,095	<b>1,457</b>	Technical staff	<b>363</b>	<b>1,080</b>	<b>1,443</b>
826	1,173	<b>1,999</b>	777	1,130	<b>1,907</b>	H	800	1,220	<b>2,020</b>
843	706	<b>1,549</b>	916	843	<b>1,759</b>	I	852	848	<b>1,700</b>
718	476	<b>1,194</b>	888	632	<b>1,520</b>	J	826	620	<b>1,446</b>
420	231	<b>651</b>	663	393	<b>1,056</b>	K	523	356	<b>879</b>
431	296	<b>727</b>	749	466	<b>1,215</b>	HC	470	347	<b>817</b>
3,238	2,882	<b>6,120</b>	3,993	3,464	<b>7,457</b>	Executive staff	<b>3,471</b>	<b>3,391</b>	<b>6,862</b>
<b>3,628</b>	<b>3,989</b>	<b>7,617</b>	<b>4,355</b>	<b>4,559</b>	<b>8,914</b>	TOTAL	<b>3,834</b>	<b>4,471</b>	<b>8,305</b>

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

2019			2020				2021		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
2,984	8,196	<b>11,180</b>	2,611	7,410	<b>10,021</b>	Technical staff	2,444	6,927	<b>9,371</b>
13,082	13,128	<b>26,210</b>	12,830	13,071	<b>25,901</b>	Executive staff	12,831	13,180	<b>26,011</b>
16,066	21,324	<b>37,390</b>	15,441	20,481	<b>35,922</b>	TOTAL	<b>15,275</b>	<b>20,107</b>	<b>35,382</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
3.49	9.90	<b>13.39</b>	3.61	10.93	<b>14.54</b>	Technical staff	3.87	11.52	<b>15.40</b>
12.35	11.00	<b>23.35</b>	15.42	13.37	<b>28.79</b>	Executive staff	13.34	13.04	<b>26.38</b>
9.70	10.67	<b>20.37</b>	12.12	12.69	<b>24.81</b>	TOTAL	<b>10.84</b>	<b>12.64</b>	<b>23.47</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
13.07	13.51	<b>13.39</b>	13.86	14.78	<b>14.54</b>	Technical staff	14.85	15.59	<b>15.40</b>
24.75	21.95	<b>23.35</b>	31.12	26.5	<b>28.79</b>	Executive staff	27.05	25.73	<b>26.38</b>
22.58	18.71	<b>20.37</b>	28.2	22.26	<b>24.81</b>	TOTAL	<b>25.10</b>	<b>22.24</b>	<b>23.47</b>

## 153-A | TOTAL STATUS REVIEW

2020	2021		2022
11,005	12,027	Total number of status reviews	<b>11,341</b>
41	36	Average frequency of status reviews (in months)	<b>37</b>

## 16 | UNEMPLOYMENT

2020	2021		2022
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

2020	2021		2022
2,067	2,060	Expressed as natural persons	<b>2,168</b>
1,984.90	1,960.80	Expressed in BOETH workforce**	<b>1,989.69</b>

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

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

2020	2021	2022
28	25	<b>19</b>

## 18 | ABSENTEEISM

2020				2021				2022				
TECHNICAL STAFF	EXECUTIVE STAFF	TOTAL	TAUX	TECHNICAL STAFF	EXECUTIVE STAFF	TOTAL	TAUX	TECHNICAL STAFF	EXECUTIVE STAFF	TOTAL	TAUX	
505,427	403,919	<b>909,345</b>	<b>6.21%</b>	415,824	366,680	<b>782,504</b>	<b>5.51%</b>	<b>182 - ILLNESS</b>	426,206	405,647	<b>831,853</b>	<b>5.71%</b>
8,229	7,647	<b>15,876</b>	<b>0.11%</b>	7,391	5,830	<b>13,220</b>	<b>0.09%</b>	<i>out of which 1 or 2 days* are consecutive</i>	9,391	7,651	<b>17,041</b>	<b>0.12%</b>
26,719	23,268	<b>49,987</b>	<b>0.34%</b>	19,226	16,914	<b>36,140</b>	<b>0.25%</b>	<i>out of which 3 to 5 days* are consecutive</i>	26,009	24,123	<b>50,132</b>	<b>0.34%</b>
470,479	373,005	<b>843,483</b>	<b>5.76%</b>	389,207	343,937	<b>733,144</b>	<b>5.16%</b>	<i>out of which more than 6 days* are consecutive</i>	390,807	373,874	<b>764,680</b>	<b>5.25%</b>
13,391	16,349	<b>29,740</b>	<b>0.20%</b>	12,216	15,883	<b>28,099</b>	<b>0.20%</b>	<b>184 - Work-related and commuting accidents</b>	12,956	15,523	<b>28,479</b>	<b>0.20%</b>
<b>518,817</b>	<b>420,268</b>	<b>939,085</b>	<b>6.41%</b>	428,040	382,563	<b>810,602</b>	<b>5.71%</b>	<b>TOTAL SICK AND ACCIDENTAL ABSENCES</b>	439,162	421,170	<b>860,332</b>	<b>5.91%</b>
307,419	300,724	<b>608,142</b>	<b>4.33%</b>	221,559	255,889	<b>477,448</b>	<b>3.50%</b>	<i>out of which are paid sick and accidental leave</i>	234,164	287,367	<b>521,531</b>	<b>3.73%</b>
90,052	127,481	<b>217,533</b>	<b>1.49%</b>	79,546	129,959	<b>209,505</b>	<b>1.47%</b>	<b>185 - Maternity and paternity leave</b>	77,108	125,851	<b>202,959</b>	<b>1.39%</b>
89,056	126,617	<b>215,673</b>	<b>1.53%</b>	77,952	128,612	<b>206,564</b>	<b>1.52%</b>	<i>out of which are paid leave linked to maternity or paternity</i>	75,073	124,287	<b>199,360</b>	<b>1.43%</b>
99,685	94,927	<b>194,612</b>	<b>1.33%</b>	82,496	84,118	<b>166,614</b>	<b>1.17%</b>	<b>186 - Authorized leave**</b>	77,455	84 739	<b>162,194</b>	<b>1.11%</b>
71,809	103,305	<b>175,114</b>	<b>1.20%</b>	67,597	98,659	<b>166,256</b>	<b>1.17%</b>	<b>187 - Other reasons***</b>	69,733	108,672	<b>178,404</b>	<b>1.23%</b>
171,494	198,232	<b>369,725</b>	<b>2.52%</b>	150,092	182,777	<b>332,869</b>	<b>2.34%</b>	<b>TOTAL ABSENCES ON THE DECISION OF THE EMPLOYEE AND SPECIAL EVENTS</b>	147,188	193,411	<b>304,598</b>	<b>2.34%</b>
50,511	55,466	<b>105,977</b>	<b>0.75%</b>	37,693	49,290	<b>86,983</b>	<b>0.64%</b>	<i>out of which paid leave is based on the decision of the employee and special events</i>	37,156	54,870	<b>92,026</b>	<b>0.66%</b>
<b>780,363</b>	<b>745,980</b>	<b>1,526,342</b>	<b>10.42%</b>	<b>657,678</b>	<b>695,298</b>	<b>1,352,976</b>	<b>9.52%</b>	<b>181-1 - GRAND TOTAL</b>	<b>663,458</b>	<b>740,431</b>	<b>1,403,889</b>	<b>9.64%</b>
446,985	482,806	<b>929,791</b>	<b>6.61%</b>	337,204	433,791	<b>770,995</b>	<b>5.66%</b>	<i>out of which paid leave - Grand total</i>	346,393	466,524	<b>812,916</b>	<b>5.82%</b>
690,311	618,499	<b>1,308,810</b>	<b>8.94%</b>	578,132	565,340	<b>1,143,471</b>	<b>8.05%</b>	<i>out of which leave is outside of maternity or paternity</i>	586,350	614,580	<b>1,200,930</b>	<b>8.25%</b>
357,929	356,190	<b>714,119</b>	<b>5.08%</b>	259,252	305,179	<b>564,431</b>	<b>4.14%</b>	<i>out of which paid leave is outside of maternity or paternity</i>	271,320	342,237	<b>613,556</b>	<b>4.39%</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

2020			2021				2022		
9.77	5.09	6.61	8.02	4.60	<b>5.66</b>	Rate of paid staff absenteeism	8.3	4.76	<b>5.82</b>
1.84	1.31	1.49	1.76	1.34	<b>1.47</b>	Rate of maternity and paternity leave	1.72	1.25	<b>1.39</b>
14.09	6.35	8.94	12.8	5.83	<b>8.05</b>	Rate without maternity and paternity leave	13.09	6.1	<b>8.25</b>
<b>15.93</b>	<b>7.66</b>	<b>10.42</b>	<b>14.56</b>	<b>7.17</b>	<b>9.52</b>	TOTAL	<b>14.81</b>	<b>7.35</b>	<b>9.64</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
161	1,187	<b>1,348</b>	114	1,003	<b>1,117</b>	Technical staff	124	960	<b>1,084</b>
440	1,327	<b>1,767</b>	318	1,008	<b>1,326</b>	Executive staff	405	1,265	<b>1,670</b>
<b>601</b>	<b>2,514</b>	<b>3,115</b>	<b>432</b>	<b>2,011</b>	<b>2,443</b>	TOTAL	<b>529</b>	<b>2,225</b>	<b>2,754</b>

## 19 | LEAVES

## 191-A | PARENTAL CHILDCARE LEAVE

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
2	181	<b>183</b>	2	165	<b>167</b>	Technical staff	1	169	<b>170</b>
13	142	<b>155</b>	7	130	<b>137</b>	Executive staff	3	137	<b>140</b>
<b>15</b>	<b>323</b>	<b>338</b>	<b>9</b>	<b>295</b>	<b>304</b>	TOTAL	<b>4</b>	<b>306</b>	<b>310</b>

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

## 192-A | SABBATICAL LEAVE

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
7	29	<b>36</b>	3	28	<b>31</b>	Technical staff	2	32	<b>34</b>
38	84	<b>122</b>	33	70	<b>103</b>	Executive staff	44	88	<b>132</b>
<b>45</b>	<b>113</b>	<b>158</b>	<b>36</b>	<b>98</b>	<b>134</b>	TOTAL	<b>46</b>	<b>120</b>	<b>166</b>

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

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

2020			2021				2022		
TECHNICAL STAFF	EXECUTIVE STAFF	TOTAL	TECHNICAL STAFF	EXECUTIVE STAFF	TOTAL		TECHNICAL STAFF	EXECUTIVE STAFF	TOTAL
1,297	5,213	<b>6,510</b>	1,863	6,235	<b>8,098</b>	Days taken during the year	4,150	13,573	<b>17,723</b>
1,448	5,597	<b>7,045</b>	2,565	8,985	<b>11,550</b>	Theoretical days during the year	5,453	21,227	<b>26,680</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 COMPENSATIONS 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)

2020	2021		2022
<b>3,782.50</b>	<b>3,784.20</b>	<b>TOTAL PERSONNEL COSTS</b>	<b>4,062.0</b>
<b>2,334.30</b>	<b>2,340.20</b>	<b>"Wages and Salaries"</b>	<b>2,547.5</b>
1,946.40	1,925.50	Fixed remuneration including the remuneration bonus and lump-sum allowance (before deductions)	2,062.2
-113.2	-103.8	Deductions (sickness, maternity, flexitime, etc.)	-108.6
90.3	88.0	Miscellaneous allowances and overtime	110.9
364.5	376.9	Variable remuneration	425.9
<b>288.00</b>	<b>2,286.60</b>	<b>Subtotal "Wages and Salaries"</b>	<b>2,490.3</b>
46.3	53.6	Employer contributions to employee saving schemes and administrative expenses (excluding charges and relevant taxes)	57.2
<b>964.7</b>	<b>970.8</b>	<b>"Social security contributions"</b>	<b>1,010.8</b>
<b>279.0</b>	<b>263.7</b>	<b>"Tax expenses"</b>	<b>245.1</b>
<b>204.5</b>	<b>209.5</b>	<b>"Incentive plans and profit-sharing" (payment with respect to the previous year)</b>	<b>258.6</b>
35,925	34,835	Average monthly headcount in metropolitan France (Including Monaco)	35,555
64,983	67,181	Wages and salaries, average per employee in € ("Wages and Salaries" / Average monthly headcount)	71,649
<b>70,677</b>	<b>73,195</b>	<b>Average employee remuneration (income) in € (including incentive plans, profit-sharing)</b>	<b>78,923</b>
<b>34,620</b>	<b>35,440</b>	<b>Average employer's contributions per employee in €</b>	<b>35,322</b>
32.9	32.6	Ratio of social security charges and tax expenses and total personnel costs	30.9
38.9	30.1	Aggregate employer's contributions (Total personnel costs / Added Value)	26.7

## 211-BIS | AVERAGE MONTHLY COMPENSATION

### FIXED SALARY (in euros)

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
1,830	1,902	<b>1,879</b>	1,864	1,849	<b>1,855</b>	B-C	1,856	1,845	<b>1,849</b>
2,148	2,156	<b>2,153</b>	2,119	2,173	<b>2,150</b>	D	2,123	2,175	<b>2,156</b>
2,344	2,382	<b>2,371</b>	2,328	2,376	<b>2,361</b>	E	2,347	2,399	<b>2,382</b>
2,536	2,571	<b>2,563</b>	2,522	2,576	<b>2,563</b>	F	2,528	2,601	<b>2,582</b>
2,829	2,871	<b>2,860</b>	2,825	2,882	<b>2,868</b>	G	2,859	2,915	<b>2,901</b>
<b>2,589</b>	<b>2,652</b>	<b>2,635</b>	<b>2,584</b>	<b>2,668</b>	<b>2,646</b>	<b>Technical staff</b>	<b>2,611</b>	<b>2,702</b>	<b>2,677</b>
3,358	3,338	<b>3,346</b>	3,359	3,351	<b>3,354</b>	H	3,432	3,417	<b>3,423</b>
4,229	4,116	<b>4,172</b>	4,277	4,157	<b>4,215</b>	I	4,352	4,224	<b>4,284</b>
5,256	5,063	<b>5,171</b>	5,334	5,084	<b>5,224</b>	J	5,412	5,185	<b>5,313</b>
6,539	6,235	<b>6,413</b>	6,651	6,299	<b>6,504</b>	K	6,760	6,407	<b>6,613</b>
9,693	8,770	<b>9,349</b>	10,012	8,910	<b>9,599</b>	HC	9,970	8,982	<b>9,588</b>
<b>5,184</b>	<b>4,478</b>	<b>4,828</b>	<b>5,323</b>	<b>4,546</b>	<b>4,929</b>	<b>Executive staff</b>	<b>5,379</b>	<b>4,645</b>	<b>5,007</b>
<b>4,744</b>	<b>3,817</b>	<b>4,215</b>	<b>4,884</b>	<b>3,898</b>	<b>4,323</b>	<b>TOTAL</b>	<b>4,964</b>	<b>4,031</b>	<b>4,441</b>

## 213 | BREAKDOWN OF ANNUAL COMPENSATION

### GROSS SALARY (in euros)

2020	2021		2022
24,191	24,947	99% of employees earned at least	25,740
29,258	30,109	95% of employees earned at least	30,679
32,085	32,970	90% of employees earned at least	33,482
34,298	35,290	85% of employees earned at least	35,907
36,431	37,488	80% of employees earned at least	38,382
38,755	39,880	75% of employees earned at least	40,651
40,928	42,124	70% of employees earned at least	43,064
43,099	44,262	65% of employees earned at least	45,288
45,396	46,663	60% of employees earned at least	47,897
47,984	49,220	55% of employees earned at least	50,811
50,670	52,062	50% of employees earned at least	53,763
53,630	55,125	45% of employees earned at least	57,244
57,418	58,398	40% of employees earned at least	61,827
61,086	61,954	35% of employees earned at least	65,763
65,084	66,145	30% of employees earned at least	70,297
70,183	71,455	25% of employees earned at least	75,761
76,512	78,344	20% of employees earned at least	82,882
84,988	87,793	15% of employees earned at least	91,584
100,979	104,567	10% of employees earned at least	109,701
135,574	141,423	5% of employees earned at least	150,606
269,734	296,534	1% of employees earned at least	328,253
<b>4.6</b>	<b>4.7</b>	<b>Ratio of the 5% and 95%</b>	<b>4.9</b>
<b>9.2</b>	<b>9.8</b>	<b>Ratio of the 1% et 95%</b>	<b>10.7</b>

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

2022								
MEN				Level	WOMEN			
AVERAGE AGE	1 <sup>st</sup> decile	Median	9 <sup>th</sup> decile		AVERAGE AGE	1 <sup>st</sup> decile	Medianv	9 <sup>th</sup> decile
26	23,727	27,812	29,876	C	35	22,530	24,718	26,543
32	23,630	27,247	33,435	D	32	24,357	27,413	30,810
37	26,236	29,961	34,147	E	38	26,365	30,011	33,434
40	29,132	32,441	36,551	F	42	28,584	32,645	36,522
43	32,615	36,550	41,554	G	45	32,257	36,735	41,657
41	28,674	34,000	39,462	Technical staff	43	28,512	34,447	40,035
39	39,016	44,938	53,128	H	41	37,183	43,732	51,977
44	49,155	57,505	71,056	I	44	46,203	55,137	65,981
47	62,611	73,237	91,155	J	46	60,424	70,297	84,138
49	78,312	94,112	149,997	K	48	74,435	88,224	116,516
53	105,892	151,794	343,955	HC	51	96,725	132,728	252,357
45	43,797	67,608	140,308	Executive staff	44	40,448	55,946	102,261

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

2020	2021	2022
5.9	6.2	6.5

## 222 | TOTAL OF THE TEN HIGHEST PAY PACKAGES

2020	2021	2022
18,175,188	20,707,198	25,702,345

## 24 | RELATED EXPENSES

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

2020	2021	2022
36.35	37.86	45.43

## 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)

2020	2021	2022
91.5	124.5	<b>143.0</b>

### 261 | INCENTIVE SCHEMES

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

2020	2021	2022
103.0	133.6*	<b>158.2</b>

\*2021 data updated

### 262 | INDIVIDUAL AMOUNT AND AVERAGE AMOUNT

IN PROFIT SHARING PER PARTICIPATING EMPLOYEE (in euros)

2020		2021			2022	
TECHNICAL STAFF	EXECUTIVE STAFF	TECHNICAL STAFF	EXECUTIVE STAFF		TECHNICAL STAFF	EXECUTIVE STAFF
1,884	1,884	2,625	2,625	Minimum share	<b>2,759</b>	<b>2,759</b>
2,971	4,711	4,989	5,564	Maximum share	<b>4,956</b>	<b>6,897</b>
1,888	2,865	2,632	3,825	Average amount	<b>2,766</b>	<b>4,061</b>

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)

2020		2021			2022	
TECHNICAL STAFF	EXECUTIVE STAFF	TECHNICAL STAFF	EXECUTIVE STAFF		TECHNICAL STAFF	EXECUTIVE STAFF
2,157	2,157	2,895	2,895	Part mini	<b>3,142</b>	<b>3,142</b>
3,102	5,696	4,205	7,437	Part maxi	<b>5,406</b>	<b>7,406</b>
2,159	3,035	2,896	4,091	Average amount	<b>3,145</b>	<b>4,479</b>

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 %)

2020	2021	2022
2.06	1.96	<b>2.03</b>

Including voluntary payments.

### 264-A | EMPLOYER CONTRIBUTIONS PAID WITHIN THE FRAMEWORK OF THE EMPLOYEE SAVINGS SCHEME

(in millions euros)

2020	2021	2022
56.14	64.09	<b>65.23</b>

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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
14	54	68	11	54	65	16	38	54
27	68	95	21	39	60	23	58	81
<b>41</b>	<b>122</b>	<b>163</b>	<b>32</b>	<b>93</b>	<b>125</b>	<b>39</b>	<b>96</b>	<b>135</b>
						Technical staff		
						Executive staff		
						<b>TOTAL</b>		

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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
1,304	3,302	4,606	565	2,844	3,409	1,114	2,976	4,090
749	2,770	3,519	989	2,918	3,907	1,778	3,623	5,401
<b>2,053</b>	<b>6,072</b>	<b>8,125</b>	<b>1,554</b>	<b>5,762</b>	<b>7,316</b>	<b>2,892</b>	<b>6,599</b>	<b>9,491</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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
0	1	1	3	3	6	1	5	6

## 314 | NUMBER OF FATAL ACCIDENTS PER GENDER

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
0	0	0	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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
64	138	202	58	143	201	79	140	219

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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
2	3	5	1	3	4	2	8	10

## 32 | BREAKDOWN OF ACCIDENTS BY MATERIAL ASPECT

## 321 | NUMBER OF ACCIDENTS INVOLVING SERIOUS RISKS

Codes 32 to 40

2020			2021			2022		
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 HEIGHT

Code 02

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
5	22	27	7	28	35	11	19	30

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

Codes 09 to 30

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
3	2	5	1	0	1	0	0	0

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

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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
3	13	16	2	11	13	5	14	19

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

Code 05

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
1	4	5	1	2	3	2	2	4

## 326 | OTHER CASES OF ACCIDENTS

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
29	81	110	21	52	73	<b>TOTAL</b>		
0	3	3	0	0	0	21	61	82
						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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
8,348	10,608	18,956	6,941	9,049	15,990*	5,649	7,302	12,951

\* 2021 data updated

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

2020			2021			2022		
38.68			32.87			33.31		



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

2020	2021	2022
11	2	<b>49</b>

#### 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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
11,222	10,501	<b>21,723</b>	10,895	9,862	<b>20,757</b>	12,132	10,969	<b>23,101</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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
1,037	3,274	<b>4,311</b>	822	2,683	<b>3,505</b>	675	2,332	<b>3,007</b>
414	960	<b>1,374</b>	362	816	<b>1,178</b>	1,099	1,555	<b>2,654</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>	<b>1,774</b>	<b>3,887</b>	<b>5,661</b>
<b>TOTAL</b>						<b>1,774</b>	<b>3,887</b>	<b>5,661</b>

## 414 | NUMBER OF EMPLOYEES WORKING PART-TIME

90%									
2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
9	261	<b>270</b>	12	261	<b>273</b>	Technical staff	12	245	<b>257</b>
8	265	<b>273</b>	11	280	<b>291</b>	Executive staff	14	306	<b>320</b>
<b>17</b>	<b>526</b>	<b>543</b>	<b>23</b>	<b>541</b>	<b>564</b>	<b>TOTAL</b>	<b>26</b>	<b>551</b>	<b>577</b>

80%									
2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
49	1,393	<b>1,442</b>	50	1,279	<b>1,329</b>	Technical staff	38	1,198	<b>1,236</b>
75	1,139	<b>1,214</b>	65	1,083	<b>1,148</b>	Executive staff	68	1,128	<b>1,196</b>
<b>124</b>	<b>2,532</b>	<b>2,656</b>	<b>115</b>	<b>2,362</b>	<b>2,477</b>	<b>TOTAL</b>	<b>106</b>	<b>2,326</b>	<b>2,432</b>

60%									
2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
10	159	<b>169</b>	6	159	<b>165</b>	Technical staff	8	146	<b>154</b>
14	90	<b>104</b>	16	85	<b>101</b>	Executive staff	16	87	<b>103</b>
<b>24</b>	<b>249</b>	<b>273</b>	<b>22</b>	<b>244</b>	<b>266</b>	<b>TOTAL</b>	<b>24</b>	<b>233</b>	<b>257</b>

50%									
2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
69	306	<b>375</b>	59	263	<b>322</b>	Technical staff	58	261	<b>319</b>
45	100	<b>145</b>	42	110	<b>152</b>	Executive staff	41	117	<b>158</b>
<b>114</b>	<b>406</b>	<b>520</b>	<b>101</b>	<b>373</b>	<b>474</b>	<b>TOTAL</b>	<b>99</b>	<b>378</b>	<b>477</b>

OTHER PART-TIME									
2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
9	85	<b>94</b>	12	93	<b>105</b>	Technical staff	11	89	<b>100</b>
16	43	<b>59</b>	16	61	<b>77</b>	Executive staff	21	64	<b>85</b>
<b>25</b>	<b>128</b>	<b>153</b>	<b>28</b>	<b>154</b>	<b>182</b>	<b>TOTAL</b>	<b>32</b>	<b>153</b>	<b>185</b>

TOTAL PART-TIME									
2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
146	2,204	<b>2,350</b>	139	2,055	<b>2,194</b>	Technical staff	127	1,939	<b>2,066</b>
158	1,637	<b>1,795</b>	150	1,619	<b>1,769</b>	Executive staff	160	1,702	<b>1,862</b>
<b>304</b>	<b>3,841</b>	<b>4,145</b>	<b>289</b>	<b>3,674</b>	<b>3,963</b>	<b>TOTAL</b>	<b>287</b>	<b>3,641</b>	<b>3,928</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
4.0	24.4	<b>18.5</b>	3.8	24.1	<b>18</b>	Technical staff	3.2	22.5	<b>16.4</b>
1.2	12.1	<b>6.7</b>	1.1	11.8	<b>6.6</b>	Executive staff	1.1	11.2	<b>6.2</b>
<b>1.8</b>	<b>17.0</b>	<b>10.5</b>	<b>1.7</b>	<b>16.5</b>	<b>10.2</b>	<b>TOTAL</b>	<b>1.6</b>	<b>15.2</b>	<b>9.3</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
3,544	6,817	<b>10,361</b>	3,515	6,464	<b>9,979</b>	Technical staff	3,819	6,697	<b>10,516</b>
12,897	11,932	<b>24,829</b>	12,900	12,063	<b>24,963</b>	Executive staff	14,409	13,545	<b>27,954</b>
<b>16,441</b>	<b>18,749</b>	<b>35,190</b>	<b>16,415</b>	<b>18,527</b>	<b>34,942</b>	<b>TOTAL</b>	<b>18,228</b>	<b>20,242</b>	<b>38,470</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
33	282	<b>315</b>	34	245	<b>279</b>	Technical staff	34	245	<b>279</b>
64	225	<b>289</b>	40	210	<b>250</b>	Executive staff	59	230	<b>289</b>
<b>97</b>	<b>507</b>	<b>604</b>	<b>74</b>	<b>455</b>	<b>529</b>	<b>TOTAL</b>	<b>93</b>	<b>475</b>	<b>568</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
15	186	<b>201</b>	14	170	<b>184</b>	Technical staff	20	173	<b>193</b>
28	163	<b>191</b>	27	179	<b>206</b>	Executive staff	38	198	<b>236</b>
<b>43</b>	<b>349</b>	<b>392</b>	<b>41</b>	<b>349</b>	<b>390</b>	<b>TOTAL</b>	<b>58</b>	<b>371</b>	<b>429</b>

## 415-C | EXISTENCE DE FORMULES D'ORGANISATION DU TRAVAIL

**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 €5.70 for 2022.
- **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

2020	2021		2022
8	7	Mondays Off	<b>5</b>
9	7	Saturdays Off	<b>7</b>

## 42 | ORGANIZATION OF WORKING HOURS

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
430	718	<b>1,148</b>	358	573	<b>931</b>	Technical staff	366	734	<b>1,100</b>
138	210	<b>348</b>	138	302	<b>440</b>	Executive staff	190	383	<b>573</b>
<b>568</b>	<b>928</b>	<b>1,496</b>	<b>496</b>	<b>875</b>	<b>1,371</b>	<b>TOTAL</b>	<b>556</b>	<b>1,117</b>	<b>1,673</b>

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

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
216	167	<b>383</b>	355	208	<b>563</b>	Technical staff	200	172	<b>372</b>
15	11	<b>26</b>	29	16	<b>45</b>	Executive staff	74	112	<b>186</b>
<b>231</b>	<b>178</b>	<b>409</b>	<b>384</b>	<b>224</b>	<b>608</b>	<b>TOTAL</b>	<b>274</b>	<b>284</b>	<b>558</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)

2020	2021		2022
50.91	45.68	451 - Expenditure to improve working conditions	<b>36.91</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 PERSONAL TRAINING

52- TRAINING LEAVE

53- WORK-STUDY CONTRACTS

## 51 | IN-SERVICE PROFESSIONAL TRAINING

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

2020	2021		2022
4.32	4.62*	As % of payroll*	<b>4.53</b>

\* 2021 data updated

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

2020	2021		2022
101.6	109.7*	Expenditure on training*	<b>113.8</b>

\* 2021 data updated

## 513 | NUMBER OF STAFF TRAINED

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
2,993	7,959	<b>10,952</b>	3,074	8,169	<b>11,243</b>	Technical staff	2,662	6,942	<b>9,604</b>
13,101	13,225	<b>26,326</b>	13,518	13,782	<b>27,300</b>	Executive staff	14,177	14,661	<b>28,838</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>	<b>TOTAL</b>	<b>16,839</b>	<b>21,603</b>	<b>38,442</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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
115	153	<b>268</b>	113	134	<b>247</b>	Technical staff	92	120	<b>212</b>
55	67	<b>122</b>	44	55	<b>99</b>	Executive staff	33	46	<b>79</b>
<b>170</b>	<b>220</b>	<b>390</b>	<b>157</b>	<b>189</b>	<b>346</b>	<b>TOTAL</b>	<b>125</b>	<b>166</b>	<b>291</b>

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

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
113	136	<b>249</b>	112	131	<b>243</b>	Technical staff	92	120	<b>212</b>
39	44	<b>83</b>	43	53	<b>96</b>	Executive staff	29	40	<b>69</b>
<b>152</b>	<b>180</b>	<b>332</b>	<b>155</b>	<b>184</b>	<b>339</b>	<b>TOTAL</b>	<b>121</b>	<b>160</b>	<b>281</b>

## 514 | NUMBER OF TRAINING HOURS BY LEVEL

2020			2021				2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL
75,942	181,433	<b>257,376</b>	84,073	206,933	<b>291,006</b>	Technical staff	112,814	256,649	<b>369,463</b>
240,066	240,350	<b>480,417</b>	273,196	306,624	<b>579,820</b>	Executive staff	337,730	384,515	<b>722,245</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>	<b>TOTAL</b>	<b>450,544</b>	<b>641,164</b>	<b>1,091,708</b>

## 515-1 | NEW LEARNING AREAS AND CATEGORIES

	2020		2021		2022	
	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	7,173	<b>10,743</b>	2,281	<b>2,008</b>	3,250	<b>15,495</b>
Group Knowledge and Induction	15,333	<b>23,450</b>	11,133	<b>13,355</b>	16,440	<b>24,325</b>
Strategy and Ethics General Orientation	2,492	<b>6,669</b>	5,443	<b>9,252</b>	30,816	<b>104,416</b>
Security	16,545	<b>28,415</b>	10,969	<b>19,637</b>	10,753	<b>19,757</b>
Sustainable Finance & CSR	-	-	-	-	204	<b>553</b>
Diversity - Equity- Inclusion	-	-	-	-	127	<b>39</b>
<b>Total</b>	<b>41,544</b>	<b>69,277</b>	<b>29,826</b>	<b>44,252</b>	<b>61,590</b>	<b>164,585</b>
<b>BUSINESS LINES TECHNICAL TRAINING</b>						
Marketing and Sales Techniques	20,598	<b>25,327</b>	57,817	<b>67,578</b>	51,942	<b>39,297</b>
Banking Diplomas	728	<b>194</b>	4,194	<b>1,199</b>	14,595	<b>2,598</b>
Financial and Banking Products and Services	105,066	<b>106,388</b>	106,542	<b>2,481</b>	155,472	<b>140,601</b>
Financial Products and Services	3,457	<b>14,276</b>	2,379	<b>95,634</b>	3,792	<b>4,205</b>
Securities Services	5,823	<b>24,387</b>	4,160	<b>19,916</b>	2,865	<b>11,757</b>
Insurance	172,878	<b>637,241</b>	172,254	<b>679,089</b>	163,271	<b>314,950</b>
Corporate Finance	522	<b>230</b>	515	<b>160</b>	589	<b>185</b>
Credit and Finance	91,720	<b>303,421</b>	49,211	<b>79,309</b>	102,057	<b>70,463</b>
Advisory Service - Wealth Management	19,605	<b>36,822</b>	23,225	<b>32,389</b>	48,482	<b>78,422</b>
Asset Management	1,482	<b>1,699</b>	8,026	<b>3,873</b>	18,629	<b>4,296</b>
Real Estate	3,579	<b>4,798</b>	88,147	<b>235,374</b>	62,535	<b>176,488</b>
Capital Markets	5,149	<b>12,956</b>	4,555	<b>12,983</b>	5,400	<b>14,033</b>
Sustainable Product & Services	-	-	-	-	49	<b>53</b>
<b>Total</b>	<b>430,607</b>	<b>1,167,739</b>	<b>521,025</b>	<b>1,229,985</b>	<b>629,679</b>	<b>857,348</b>
<b>FORMATIONS TECHNIQUES FONCTIONS SUPPORT</b>						
Legal and Tax Affairs	7,002	<b>14,323</b>	4,150	<b>10,307</b>	3,806	<b>10,735</b>
Human Resources	11,467	<b>6,454</b>	13,772	<b>35,038</b>	15,530	<b>17,093</b>
IT	12,252	<b>4,602</b>	13,577	<b>3,245</b>	10,206	<b>3,939</b>
Back Offices	10,626	<b>20,697</b>	11,751	<b>20,357</b>	5,516	<b>12,591</b>
Accounting, Finance and Management Control	2,227	<b>1,114</b>	2,303	<b>1,130</b>	3,729	<b>1,817</b>
Procurement and Logistics	31	<b>12</b>	475	<b>268</b>	166	<b>78</b>
Internal Audit and Control	4,354	<b>1,329</b>	4,423	<b>1,623</b>	14,568	<b>2,630</b>
Communications	2,048	<b>1,075</b>	1,616	<b>1,381</b>	1,751	<b>729</b>
Social and Environmental Responsibility	656	<b>1,371</b>	6,052	<b>26,369</b>	7,528	<b>25,416</b>
<b>Total</b>	<b>50,663</b>	<b>50,977</b>	<b>58,118</b>	<b>99,718</b>	<b>62,800</b>	<b>75,028</b>
<b>RISQUES</b>						
Non-compliance risks / Reputational risk	88	<b>465</b>	74	<b>322</b>	2,984	<b>7,175</b>
Non-compliance risks / Anti-money-laundering measures	10,393	<b>21,444</b>	22,294	<b>45,955</b>	27,280	<b>55,189</b>
Non-compliance risks / Banking structure	176	<b>191</b>	-	-	259	<b>309</b>
Non-compliance risks / Corruption	4,814	<b>7,292</b>	7,230	<b>26,393</b>	2,033	<b>5,458</b>
Non-compliance risks / Conflict of interests	55	<b>76</b>	4,111	<b>24,667</b>	705	<b>4,126</b>
Non-compliance risks / Protection of data	340	<b>266</b>	16,600	<b>33,129</b>	9,746	<b>38,032</b>
Non-compliance risks / FATCA/AEOI	1,902	<b>3,489</b>	1,732	<b>6,586</b>	8,430	<b>15,389</b>
Non-compliance risks / General awareness-building	3,522	<b>10,465</b>	11,390	<b>48,991</b>	3,033	<b>43,668</b>
Non-compliance risks / Know your customer (KYC)	573	<b>858</b>	1,844	<b>6,702</b>	1,301	<b>4,795</b>
Non-compliance risks / Markets	2,254	<b>6,444</b>	6,575	<b>30,845</b>	13,576	<b>49,291</b>
Non-compliance risks / Professional ethics	1,048	<b>1,716</b>	530	<b>914</b>	274	<b>715</b>
Non-compliance risks / Protection of the customer's interests (PCI)	8,759	<b>31,875</b>	12,420	<b>54,434</b>	21,179	<b>69,106</b>
Non-compliance risks / Sanctions and embargoes	50,500	<b>88,160</b>	19,502	<b>25,568</b>	31,451	<b>40,708</b>
Non-compliance risks / Specific issues	785	<b>1,500</b>	7,463	<b>10,262</b>	1,730	<b>2,773</b>
Non-compliance risks / Cross-functional financial security	1,121	<b>902</b>	1,562	<b>2,118</b>	154	<b>414</b>
Credit risk and counterparty risk	4,606	<b>2,325</b>	1,631	<b>911</b>	8,553	<b>12,530</b>

	2020		2021		2022	
	NUMBER OF HOURS	NUMBER OF TRAINING SESSIONS	NUMBER OF HOURS	NUMBER OF TRAINING SESSIONS	NUMBER OF HOURS	NUMBER OF TRAINING SESSIONS
<b>RISKS - NEXT PART</b>						
Insurance risk	4	5	127	37	2	1
Market risk and liquidity risk	267	86	199	59	4	3
Operational risk and permanent control	2,118	3,950	4,038	3,216	4,264	4,285
Fundamental principles of risk management	1,809	3,054	9,366	16,107	10,871	45,059
<b>Total</b>	<b>95,134</b>	<b>184,563</b>	<b>128,690</b>	<b>337,216</b>	<b>147,829</b>	<b>399,026</b>
<b>INDIVIDUAL COMPETENCIES</b>						
Personal Development	22,590	12,091	30,372	12,091	47,213	26,686
Project Management and Organization	6,745	2,495	9,077	2,495	26,761	6,644
Languages	26,008	5,298	19,741	5,298	14,853	1,543
Career Support	8,012	3,476	15,640	3,476	10,048	3,512
IT Tools and NTIC	6,570	1,239	2,952	1,239	3,536	1,320
First Aid	1,155	380	1,866	380	2,403	1,330
<b>Total</b>	<b>71,080</b>	<b>24,979</b>	<b>79,648</b>	<b>24,979</b>	<b>104,814</b>	<b>41,035</b>
<b>MANAGEMENT</b>						
Leadership	2,609	752	5,548	752	4,182	431
Performance Management	2,015	1,295	10,654	1,295	9,662	2,183
Team Management	2,788	6,744	15,685	6,744	17,113	6,318
Management Values and Principles	4,634	17,783	8,733	17,783	8,126	6,609
<b>Total</b>	<b>22,047</b>	<b>26,574</b>	<b>40,620</b>	<b>26,574</b>	<b>39,082</b>	<b>15,541</b>
<b>DIGITAL</b>						
Gamification and Technological Vigil	7	81	10	99	3	23
Digital Branding et Communication online	1,713	1,801	5,139	644	6,826	34,057
User Expérience	276	470	223	170	252	205
Social Media	24	49	7	19	19	35
Marketing on line	36	26	75	53	176	123
IT & Process	22,000	23,516	3,547	2,394	3,924	1,950
Web analytics & Data	2,469	906	3,877	1,539	4,336	2,303
Sales and E-Business	194	684	21	156	306	700
Artificial intelligence & Intelligent Automation	-	-	-	-	1,768	551
Agile Methodology & DevOps	-	-	-	-	59	22
Cybersecurity	-	-	-	-	19,661	98,678
New ways of working & new tools	-	-	-	-	8,419	8,875
Digital transformation Management	-	-	-	-	45	62
Block Chain	-	-	-	-	121	85
<b>Total</b>	<b>26,719</b>	<b>27,533</b>	<b>12,899</b>	<b>5,074</b>	<b>45,913</b>	<b>147,669</b>
<b>GRAND TOTAL</b>	<b>737,792</b>	<b>1,551,642</b>	<b>870,826</b>	<b>1,784,648</b>	<b>1,091,708</b>	<b>1,700,232</b>

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

2020	2021		2022
333,046	412,869	Classroom training sessions / on-the-job training	523,501
404,747	457,958	Open distance learning	568,207
<b>737,792</b>	<b>870,826</b>	<b>TOTAL</b>	<b>1,091,708</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 01/01/2022	6	9	15	27	10	37	52
2022 Requests accepted by management	3	9	12	19	11	30	42
Requests refused by management	0	0	0	0	0	0	0
ITL and ITL requests abandoned during the year	0	3	3	3	6	9	12
ITL completed in 2022	3	7	10	9	5	14	24
On-going ITL at 01/01/2023	3	2	5	18	5	23	28

## 53 | WORK-STUDY CONTRACTS

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

2020			2021			2022		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
690	702	1,392	935	816	1,751	1,193	1,101	2,294
223	228	451	117	109	226	108	93	201
913	930	1,843	1,052	925	1,977	1,301	1,194	2,495
						<b>TOTAL</b>		



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

## 61 | EMPLOYEE REPRESENTATIVES

### 611 | PARTICIPATION IN EMPLOYEE REPRESENTATIVE ELECTIONS

Body of electors	2022	
	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 445,499 hours in 2021, including committee meetings or meetings with management.

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

2020	2021		2022
280	294	Number of meetings	<b>239</b>

## 614 | DATE OF SIGNATURE AND SUBJECT OF AGREEMENTS SIGNED IN THE COMPANY

**INTEREST - PARTICIPATION - WAGE SAVINGS**

- Agreement of the BNP Paribas Group defining the rules for the abridgement of rights transferred from the time savings account to the Group's collective enterprise retirement savings plan (PERECO) signed on 30 March 2022
- Employee profit-sharing agreement with BNP Paribas - 2022 financial years - 2023 - 2024 signed on 29 June 2022
- BNP Paribas Group agreement on the exceptional unblocking of participating interests invested before 1 January 2022 signed on 13 October 2022
- Agreement No 2 on the BNP Paribas Group's Company Savings Plan (EPE) Settlement of 21 December 2009, signed on 23 December 2022
- Agreement No 3 concerning the settlement of the Group BNP Paribas Group's collective enterprise retirement savings plan (PERECO) of 21 December 2009, signed on 23 December 2022
- Agreement No 3 to the BNP Paribas Group Compulsory Retirement Savings Plan (PERO) agreement of 3 October 2017 signed on 23 December 2022

**REMUNERATIONS - PREMIUMS**

- Agreement on the "Conditions for granting and paying a special premium in 2022 within BNP Paribas SA" signed on 28 February 2022
- Agreement following BNP Paribas SA Mandatory 2023 Annual Negotiation signed on 17 October 2022
- Agreement on the conditions for the grant and payment of a 2022 value-sharing premium within BNPP SA signed on 17 October 2022

**PERSONNEL REPRESENTATIVE BODIES**

- Agreement on BNP PARIBAS Group France Committee signed on 5 July 2022

**WORKING TIME / ORGANIZATION / OTHER THEMES**

- Agreement on job and career path management in the BNP Paribas Group in France signed on 30 March 2022
- BNP Paribas Group agreement in France concerning the effective taking of leave and their savings for use during professional life and for retirement preparation signed on 30 March 2022
- Agreement on the prevention of psychosocial risks, on the collection and treatment of reports of behaviour likely to involve moral or sexual harassment, discrimination and sexist behaviour signed on 27 July 2022
- Agreement to expand the testing of a Sustainable Mobility Package in 2023 within BNPP SA signed on 17 October 2022
- Further to the agreement of 27 July 2022 on the prevention of psychosocial risks, on the collection and processing of reports of conduct likely to involve moral or sexual harassment, discrimination and sexist behaviour signed on 30 November 2022
- Transition agreement for the partial transfer of the private asset business from Principal Investments of BNP Paribas SA to BNP Paribas Asset Management France signed on 15 December 2022

**DIVERSITY AND INCLUSION**

- Agreement for the employment, integration and retention of people with disabilities within BNP Paribas SA 2023-2025 signed on 16 December 2022

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

2020	2021	2022
66	46	<b>43</b>

## 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 on 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. Through different media of internal communication made available (video interviews, podcasts, etc.) all collaborators have been informed of current news and events that have impacted activity.
- 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. 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 predetermined objectives, fulfilled their responsibilities, mastered the skills required for their position and, secondly, to provide feedback on how beneficial training programs followed by the employees have been to their professional performance.
- For the forthcoming reporting period, to define future orientations, which include job targets in addition to the identification of needs for professional growth and future career prospects.

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

## 625 | NUMBER OF EMPLOYEES ATTENDING THE INDIVIDUAL APPRAISAL INTERVIEW

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.

2020			2021*			2022			
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
2,167	6,205	<b>8,372</b>	1,943	5,535	<b>7,478</b>	Technical staff	1,877	5,010	<b>6,887</b>
8,891	9,671	<b>18,562</b>	7,654	8,514	<b>16,168</b>	Executive staff	8,641	9,294	<b>17,935</b>
11,058	15,876	<b>26,934</b>	9,597	14,049	<b>23,646</b>	<b>TOTAL</b>	<b>10,518</b>	<b>14,304</b>	<b>24,822</b>

2022 figures partially available

\* 2021 data updated

## 63 | DISPUTES

2020	2021		2022
<b>631 - Number of appeals to extrajudicial arbitration systems</b>			
10	4	To the Bank's "appeal formation" Joint Commission	<b>5</b>
4	3	To the Joint Commission for Disciplinary Action	<b>6</b>
84	83	<b>632 - Number of legal proceedings</b>	<b>75</b>
1	0	<b>633 - Number of formal notices and reports received from the Labour inspectorate</b>	<b>1</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)

2020	2021		2022
10.97	12.11	Restaurants	<b>21.96</b>
9.98	9.36	Commuting	<b>10.13</b>
1.85	2.02	Medical expenses (Paris and the Provinces)	<b>1.86</b>
7.95	7.91	Family benefits	<b>7.96</b>
0.44	0.70	Miscellaneous benefits	<b>0.38</b>
<b>31.19</b>	<b>32.10</b>	<b>TOTAL</b>	<b>42.29</b>

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

2020	2021		2022
27.5	28.39	<b>Contribution to midday meal expenses</b>	<b>28.97</b>
<b>Family welfare</b>			
2.40	3.45	Contribution to childminding fees	<b>3.29</b>
0.08	0.03	Miscellaneous aid	<b>0.03</b>
<b>2.48</b>	<b>3.48</b>	<b>TOTAL</b>	<b>3.32</b>
<b>Leisure activities</b>			
16.20	8.60	Summer camp and contribution to employees' holidays	<b>17.75</b>
2.32	1.32	A.S.C	<b>0.65</b>
0	0	Miscellaneous	<b>0.01</b>
<b>18.52</b>	<b>9.92</b>	<b>TOTAL</b>	<b>18.41</b>
<b>14.16</b>	<b>13.9</b>	<b>Locally based activities</b>	<b>14.04</b>
<b>Miscellaneous Divers</b>			
1.20	1.21	Administrative costs	<b>1.34</b>
0.80	0.35	Investments	<b>0.61</b>
<b>2.00</b>	<b>1.56</b>	<b>TOTAL</b>	<b>1.95</b>
<b>64.66</b>	<b>57.25</b>	<b>GRAND TOTAL</b>	<b>66.69</b>

Estimate of spending for the reference year.

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

2020	2021		2022
31.19	32.10	Budget allocated by Senior Management	<b>42.29</b>
64.66	57.25	Budget allocated to the Central Works Council*	<b>66.69</b>
<b>95.85</b>	<b>89.35</b>	<b>TOTAL</b>	<b>108.98</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 2022, the employer's contribution amounted to € 14.96 million.**

### 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).

The level of guarantees is adapted by the employee according to his personal and family situation. Choices can be changed annually. Employees on unpaid leave may continue to benefit from death and disability guarantees on an optional basis.

**For the 2022 financial year, the employer's contribution amounted to € 24.86 million.**

### CONTRACT MANDATORY PENSION SCHEME BNP PARIBAS

The Mandatory pension scheme plan underwritten (PERO) with CARDIF. All employees having a year of seniority benefit from this pension contract. This plan is an additional retirement scheme with defined contributions that allows the creation of a pension plan, complementing the mandatory retirement plans. It is supplied by the company contributions and employees also have the possibility of completing mandatory contributions by voluntary payments.

**In 2022, payments made by the company amounted to € 25.66 million.**



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**BNP PARIBAS**

**La banque  
d'un monde  
qui change**