

SOCIAL REPORT 2023 BNP PARIBAS SA



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

Information 3

01 | EMPLOYMENT

11 – Headcounts	5
12 – Non-Bnp Paribas Employees	12
13 – Recruitments	13
14 – Departures	14
15 – Career Development	15
16 – Unemployment	18
17 – Disabled People	18
18 – Absenteeism	19
19 – Leaves	20

02 | EMPLOYEE COMPENSATIONS AND RELAXED EXPENSES

21 – Employee Compensation, Social Security Contributions and Payroll Taxes	24
22 – Analysis of Compensation	26
24 – Related Expenses	27
26 – Company Profit Sharing Scheme and Matching Contribution	27

03 | HEALTH AND SAFETY

31 – Work-Related and Commuting Accidents	29
32 – Breakdown of Accidents by Material Aspect	30
35 – Expenditure on Safety	30

04 | OTHER WORKING CONDITIONS

41 – Hours Worked and Flexible Working Hours	32
42 – Organization of Working Hours	36
45 – Expenditure to Improve Working Conditions	36

05 | TRAINING

51 – In-Service Professional Training	38
52 – Training Leave	44
53 – Work-Study Contract	44

06 | PROFESSIONAL RELATIONS

61 – Employee Representatives	46
62 – Employee Communications	47
63 – Disputes	48

07 | OTHER WELFARE FACILITIES PROVIDED BY THE COMPANY

71 – Social and Cultural Activities	50
72 – Other Welfare Contributions	51

SOCIAL REPORT 2023 BNP PARIBAS SA

Exane legal entity was integrated into BNP Paribas SA on 01/11/2023. As a result, ex-Exane employees are also integrated into BNP Paribas SA on 01/11/2023. In this report :

- ex Exane employees are included in the indicators calculated as of 31/12/2023
- ex Exane employees are included only between 01/11/2023 and 31/12/2023 in the historical indicators (recruitments, departures, absences, average monthly headcount).

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



01

EMPLOYMENT

- 11 – Headcounts
- 12 – Non-BNP Paribas Employees
- 13 – Recruitments
- 14 – Departures
- 15 – Career Developments
- 16 – Unemployment
- 17 – Disabled People
- 18 – Absenteeism
- 19 – Leaves



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 31st (one for one)

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
15,275	20,107	35,382	16,820	21,475	38,295	111-A - PAID HEADCOUNT*	17,016	21,320	38,336
377	1,169	1,546	394	1,214	1,608	Unpaid absentees	340	1,161	1,501
1,052	925	1,977	1,301	1,194	2,495	Work-study contracts	1,351	1,208	2,559
16,704	22,201	38,905	18,515	23,883	42,398	111-B - TOTAL HEADCOUNT	18,707	23,689	42,396
472	441	913	430	406	836	On secondment in France	392	378	770
295	81	376	289	77	366	On secondment outside France	274	78	352
17,471	22,723	40,194	19,234	24,366	43,600	111-C - TOTAL HEADCOUNT INCLUDING EMPLOYEES ON SECONDMENT	19,373	24,145	43,518

* Including 81 employees received on secondment in 2021, 81 employees received on secondment in 2022 and 81 employees received on secondment in 2023.

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
3,654	8,519	12,173	3,946	8,636	12,582	Technical staff	3,836	8,192	12,028
1,3050	13,682	26,732	14,569	15,247	29,816	Executive staff	14,871	15,497	30,368
16,704	22,201	38,905	18,515	23,883	42,398	TOTAL	18,707	23,689	42,396

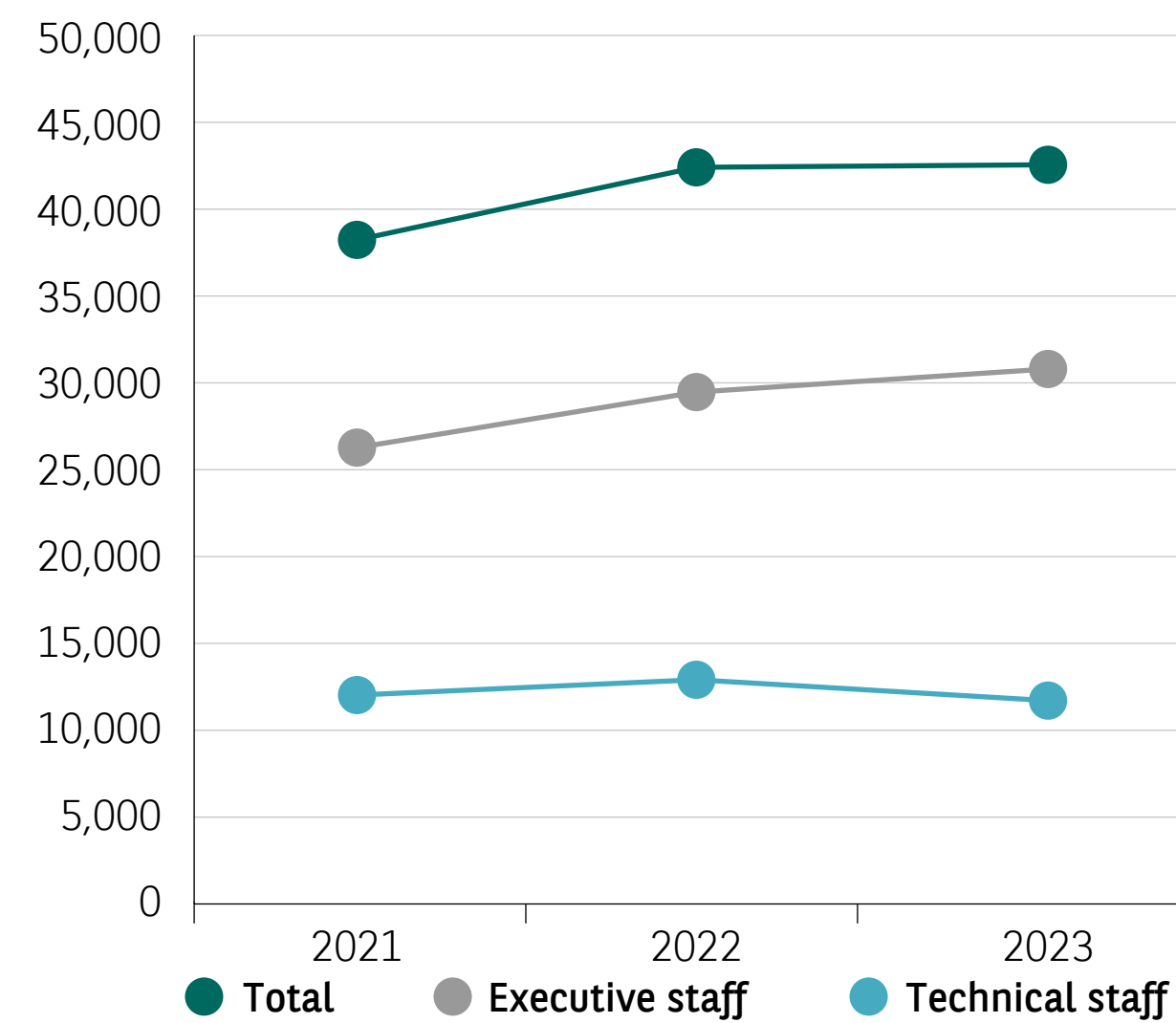
111-B - BREAKDOWN OF TOTAL HEADCOUNT PER CATEGORY

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
30.0	70.0	100.0	31.4	68.6	100.0	Technical staff	31.9	68.1	100.0
48.8	51.2	100.0	48.9	51.1	100.0	Executive staff	49.0	51.0	100.0
42.9	57.1	100.0	43.7	56.3	100.0	TOTAL	44.1	55.9	100.0

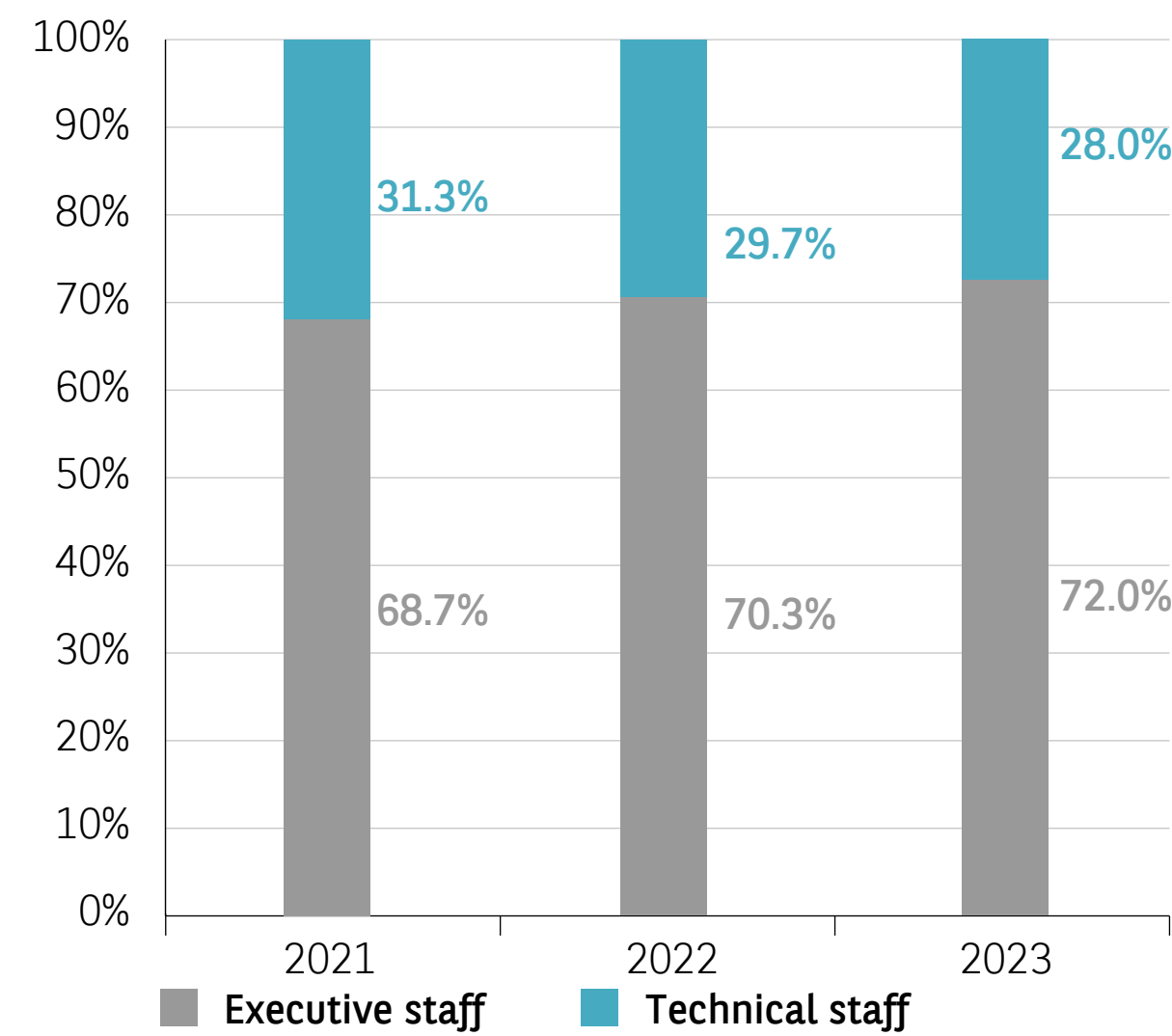
111-B - BREAKDOWN OF TOTAL HEADCOUNT BY GENDER (Technical staff + Executive staff)

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
21.9	38.4	31.3	21.3	36.2	29.7	20.5	34.6	28.4
78.1	61.6	68.7	78.7	63.8	70.3	79.5	65.4	71.6
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
						Technical staff		
						Executive staff		
						TOTAL		

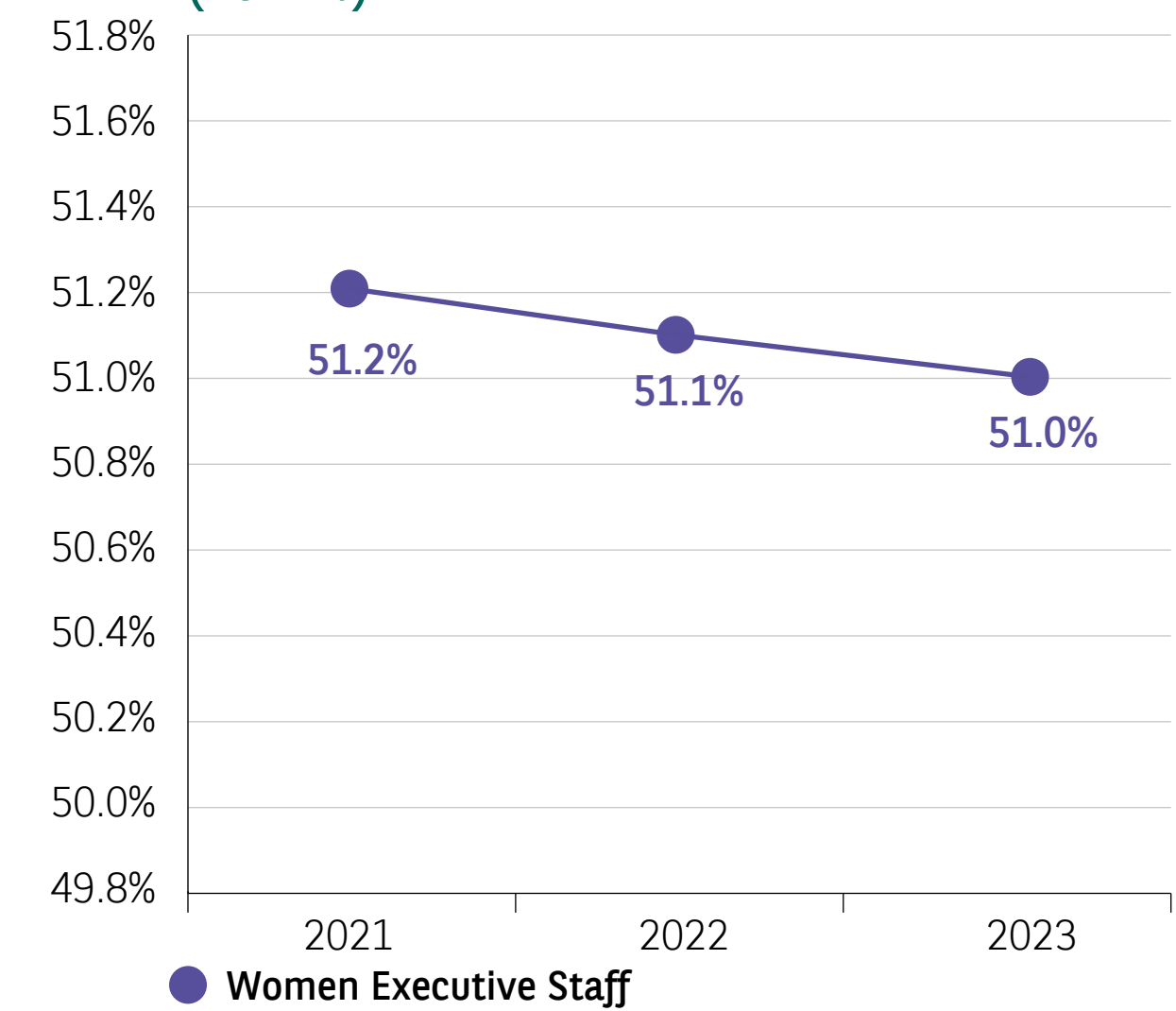
CHANGE IN HEADCOUNT



CHANGE IN HEADCOUNTS (AS A %)



CHANGE IN WOMEN EXECUTIVE STAFF (AS A %)



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

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
3,604	7,987	11,591	3,899	8,131	12,030	3,794	7,724	11,517
12,999	13,318	26,317	14,516	14,864	29,379	14,814	15,122	29,936
16,603	21,305	37,908	18,415	22,995	41,409	18,607	22,846	41,453
						Technical staff		
						Executive staff		
						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

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
2,158	4,923	7,081	2,387	5,028	7,415	2,270	4,764	7,034
11,906	11,205	23,111	14,175	13,074	27,249	14,519	13,418	27,937
14,064	16,128	30,192	16,562	18,102	34,664	16,789	18,182	34,971
						Technical staff		
						Executive staff		
						TOTAL		

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

113 – NOMBRE OF EMPLOYEES WITH A FIXED-TERM CONTRACT AS AT DECEMBER 31st (one for one)

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
Paid headcount								
64	103	167	65	115	180	41	82	123
59	59	118	55	77	132	36	50	86
123	162	285	120	192	312	77	132	209
Unpaid absentees								
2	0	2	0	2	2	0	1	1
1	0	1	0	0	0	0	1	1
3	0	3	0	2	2	0	2	2
Apprenticeship*								
934	812	1,746	1,187	1,096	2,283	1,256	1,117	2,373
1	4	5	6	5	11	5	4	9
935	816	1,751	1,193	1,101	2,294	1,261	1,121	2,382
Other work-study contracts								
117	109	226	108	93	201	90	87	177
0	0	0	0	0	0	0	0	0
117	109	226	108	93	0	90	87	177
Total								
1,117	1,024	2,141	1,360	1,306	2,666	1,387	1,287	2,674
61	63	124	61	82	143	41	55	96
1,178	1,087	2,265	1,421	1,388	2,809	1,428	1,342	2,770

*Including 9 Industrial Training & Research Agreement (CIFRE) contracts in 2022.

114 – AVERAGE MONTHLY HEADCOUNT (one for one)

2021		2022		2023	
12,373		12,273		12,267	Technical staff
26,550		27,616		29,979	Executive staff
38,923		39,889		42,246	TOTAL

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

Ex Exane employees have been accounted for only the last two months of 2023.

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

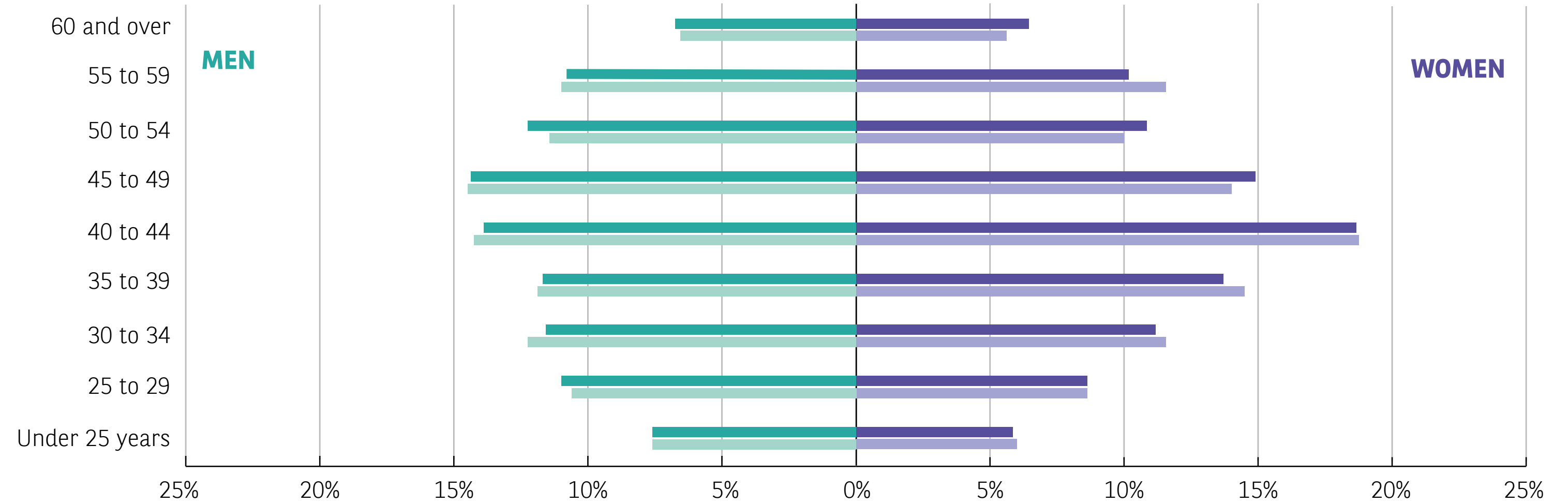
2021						2022						2023						
Men	%	Women	%	TOTAL	%	Men	%	Women	%	TOTAL	%	Men	%	Women	%	TOTAL	%	
Under 25																		
909	24.9	920	10.8	1,829	15.0	1,147	29.1	1,192	13.8	2,339	18.6	Technical staff	1,187	30.9	1,172	14.3	2,359	19.6
183	1.4	159	1.2	342	1.3	258	1.8	245	1.6	503	1.7	Executive staff	237	1.6	214	1.4	451	1.5
1,092	6.5	1,079	4.9	2,171	5.6	1,405	7.6	1,437	6.0	2,842	6.7	TOTAL	1,424	7.6	1,386	5.9	2,810	6.6
25 to 29 years																		
636	17.4	853	10.0	1,489	12.2	684	17.3	920	10.7	1,604	12.7	Technical staff	671	17.5	847	10.3	1,518	12.6
1,083	8.3	998	7.3	2,081	7.8	1,294	8.9	1,124	7.4	2,418	8.1	Executive staff	1,388	9.3	1,187	7.7	2,575	8.5
1,719	10.3	1,851	8.3	3,570	9.2	1,978	10.7	2,044	8.6	4,022	9.5	TOTAL	2,059	11	2,034	8.6	4,093	9.7
30 to 34 years																		
538	14.7	1,072	12.6	1,610	13.2	575	14.6	1,042	12.1	1,617	12.9	Technical staff	513	13.4	974	11.9	1,487	12.4
1,476	11.3	1,478	10.8	2,954	11.1	1,675	11.5	1,663	10.9	3,338	11.2	Executive staff	1,651	11.1	1,662	10.7	3,313	10.9
2,014	12.1	2,550	11.5	4,564	11.7	2,250	12.2	2,705	11.3	4,955	11.7	TOTAL	2,164	11.6	2,636	11.1	4,800	11.3
35 to 39 years																		
383	10.5	1,287	15.1	1,670	13.7	395	10.0	1,159	13.4	1,554	12.4	Technical staff	399	10.4	1,056	12.9	1,455	12.1
1,622	12.4	2,208	16.1	3,830	14.3	1,808	12.4	2,280	15.0	4,088	13.7	Executive staff	1,814	12.2	2,183	14.1	3,997	13.2
2,005	12.0	3,495	15.7	5,500	14.1	2,203	11.9	3,439	14.4	5,642	13.3	TOTAL	2,213	11.8	3,239	13.7	5,452	12.9
40 to 44 years																		
309	8.5	1,388	16.3	1,697	13.9	322	8.2	1,437	16.6	1,759	14.0	Technical staff	322	8.4	1,383	16.9	1,705	14.2
2,116	16.2	2,757	20.2	4,873	18.2	2,303	15.8	3,034	19.9	5,337	17.9	Executive staff	2,281	15.3	3,030	19.6	5,311	17.5
2,425	14.5	4,145	18.7	6,570	16.9	2,625	14.2	4,471	18.7	7,096	16.7	TOTAL	2,603	13.9	4,413	18.6	7,016	16.5
45 to 49 years																		
156	4.3	657	7.7	813	6.7	206	5.2	771	8.9	977	7.8	Technical staff	208	5.4	846	10.3	1,054	8.8
2,250	17.2	2,140	15.6	4,390	16.4	2,482	17.0	2,569	16.8	5,051	16.9	Executive staff	2,478	16.7	2,687	17.3	5,165	17.0
2,406	14.4	2,797	12.6	5,203	13.4	2,688	14.5	3,340	14.0	6,028	14.2	TOTAL	2,686	14.4	3,533	14.9	6,219	14.7
50 to 54 years																		
160	4.4	632	7.4	792	6.5	153	3.9	604	7.0	757	6.0	Technical staff	133	3.5	575	7.0	708	5.9
1,641	12.6	1,591	11.6	3,232	12.1	1,948	13.4	1,778	11.7	3,726	12.5	Executive staff	2,145	14.4	1,976	12.8	4,121	13.6
1,801	10.8	2,223	10.0	4,024	10.3	2,101	11.3	2,382	10.0	4,483	10.6	TOTAL	2,278	12.2	2,551	10.8	4,829	11.4
55 to 59 years																		
319	8.7	1,133	13.3	1,452	11.9	261	6.6	921	10.7	1,182	9.4	Technical staff	220	5.7	735	9.0	955	7.9
1,721	13.2	1,657	12.1	3,378	12.6	1,771	12.2	1,775	11.6	3,546	11.9	Executive staff	1,795	12.1	1,657	10.7	3,452	11.4
2,040	12.2	2,790	12.6	4,830	12.4	2,032	11.0	2,696	11.3	4,728	11.2	TOTAL	2,015	10.8	2,392	10.1	4,407	10.4
60 and over																		
244	6.7	577	6.8	821	6.7	203	5.1	590	6.8	793	6.3	Technical staff	183	4.8	604	7.4	787	6.5
958	7.3	694	5.1	1,652	6.2	1,030	7.1	779	5.1	1,809	6.1	Executive staff	1,082	7.3	901	5.8	1,983	6.5
1,202	7.2	1,271	5.7	2,473	6.4	1,233	6.7	1,369	5.7	2,602	6.1	TOTAL	1,265	6.8	1,505	6.4	2,770	6.5
16,704	100	22,201	100	38,905	100	18,515	100	23,883	100	42,398	100	GLOBAL	18,707	100	23,689	100	42,396	100

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, YEARS 2022-2023
(% OF AGE BRACKETS IN MEN OR WOMEN HEADCOUNT)

See details on the previous page

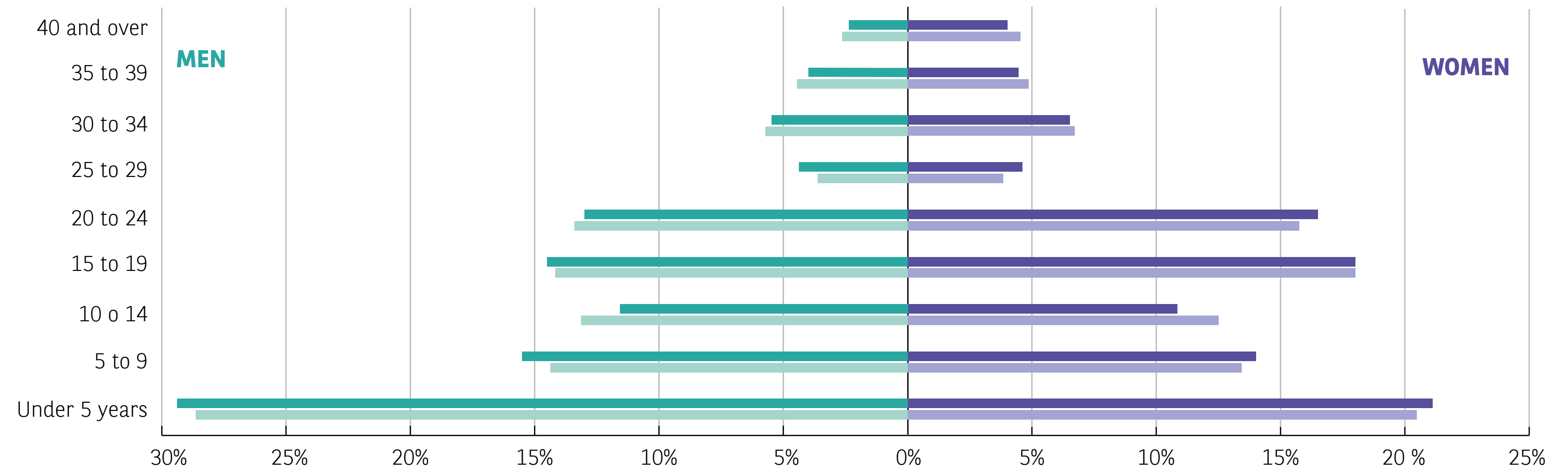
- 2023 Women
- 2023 Men
- 2022 Women
- 2022 Men



SENIORITY PYRAMID, YEARS 2022-2023
(% OF SENIORITY GROUPS IN MEN OR WOMEN HEADCOUNT)

See details on the next page

- 2023 Women
- 2023 Men
- 2022 Women
- 2022 Men



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

2021						2022						2023						
Men	%	Women	%	TOTAL	%	Men	%	Women	%	TOTAL	%	Men	%	Women	%	TOTAL	%	
Less than 5 years																		
1,702	46.6	1,890	22.2	3,592	29.5	2,163	54.8	2,471	28.6	4,634	36.8	Technical staff	2,240	58.4	2,537	31.0	4,777	39.7
2,420	18.5	1,994	14.6	4,414	16.5	3,132	21.5	2,455	16.1	5,587	18.7	Executive staff	3,241	21.8	2,454	15.8	5,695	18.8
4,122	24.7	3,884	17.5	8,006	20.6	5,295	28.6	4,926	20.6	10,221	24.1	TOTAL	5,481	29.3	4,991	21.1	10,472	24.7
5 to 9 years																		
566	15.5	1,063	12.5	1,629	13.4	528	13.4	1,000	11.6	1,528	12.1	Technical staff	462	12.0	877	10.7	1,339	11.1
1,785	13.7	1,757	12.8	3,542	13.3	2,124	14.6	2,172	14.2	4,296	14.4	Executive staff	2,445	16.4	2,447	15.8	4,892	16.1
2,351	14.1	2,820	12.7	5,171	13.3	2,652	14.3	3,172	13.3	5,824	13.7	TOTAL	2,907	15.5	3,324	14	6,231	14.7
10 to 14 years																		
357	9.8	1,239	14.5	1,596	13.1	328	8.3	1,089	12.6	1,417	11.3	Technical staff	308	8.0	958	11.7	1,266	10.5
2,298	17.6	2,133	15.6	4,431	16.6	2,106	14.5	1,898	12.4	4,004	13.4	Executive staff	1,815	12.2	1,618	10.4	3,433	11.3
2,655	15.9	3,372	15.2	6,027	15.5	2,434	13.1	2,987	12.5	5,421	12.8	TOTAL	2,123	11.3	2,576	10.9	4,699	11.1
15 to 19 years																		
273	7.5	1,471	17.3	1,744	14.3	257	6.5	1,286	14.9	1,543	12.3	Technical staff	235	6.1	1,188	14.5	1,423	11.8
2,108	16.2	2,821	20.6	4,929	18.4	2,352	16.1	3,005	19.7	5,357	18.0	Executive staff	2,504	16.8	3,069	19.8	5,573	18.4
2,381	14.3	4,292	19.3	6,673	17.2	2,609	14.1	4,291	18	6,900	16.3	TOTAL	2,739	14.6	4,257	18	6,996	16.5
20 to 24 years																		
125	3.4	737	8.7	862	7.1	164	4.2	961	11.1	1,125	8.9	Technical staff	178	4.6	1,023	12.5	1,201	10.0
1,915	14.7	2,162	15.8	4,077	15.3	2,313	15.9	2,790	18.3	5,103	17.1	Executive staff	2,260	15.2	2,888	18.6	5,148	17.0
2,040	12.2	2,899	13.1	4,939	12.7	2,477	13.4	3,751	15.7	6,228	14.7	TOTAL	2,438	13.0	3,911	16.5	6,349	15.0
25 to 29 years																		
73	2.0	230	2.7	303	2.5	51	1.3	197	2.3	248	2.0	Technical staff	41	1.1	201	2.5	242	2.0
528	4.0	589	4.3	1,117	4.2	629	4.3	712	4.7	1,341	4.5	Executive staff	787	5.3	896	5.8	1,683	5.5
601	3.6	819	3.7	1,420	3.6	680	3.7	909	3.8	1,589	3.7	TOTAL	828	4.4	1,097	4.6	1,925	4.5
30 to 34 years																		
145	4.0	574	6.7	719	5.9	144	3.6	523	6.1	667	5.3	Technical staff	136	3.5	483	5.9	619	5.1
902	6.9	1,055	7.7	1,957	7.3	914	6.3	1,079	7.1	1,993	6.7	Executive staff	890	6.0	1,055	6.8	1,945	6.4
1,047	6.3	1,629	7.3	2,676	6.9	1,058	5.7	1,602	6.7	2,660	6.3	TOTAL	1,026	5.5	1,538	6.5	2,564	6.0
35 to 39 years																		
292	8.0	905	10.6	1,197	9.8	170	4.3	525	6.1	695	5.5	Technical staff	118	3.1	401	4.9	519	4.3
833	6.4	871	6.4	1,704	6.4	663	4.6	652	4.3	1,315	4.4	Executive staff	622	4.2	640	4.1	1,262	4.2
1,125	6.7	1,776	8.0	2,901	7.5	833	4.5	1,177	4.9	2,010	4.7	TOTAL	740	4.0	1,041	4.4	1,781	4.2
40 years and over																		
121	3.3	410	4.8	531	4.4	141	3.6	584	6.8	725	5.8	Technical staff	118	3.1	524	6.4	642	5.3
261	2.0	300	2.2	561	2.1	336	2.3	484	3.2	820	2.8	Executive staff	307	2.1	430	2.8	737	2.4
382	2.3	710	3.2	1,092	2.8	477	2.6	1,068	4.5	1,545	3.6	TOTAL	425	2.3	954	4	1,379	3.3
16,704	100	22,201	100	38,905	100	18,515	100	23,883	100	42,398	100	ENSEMBLE	18,707	100	23,689	100	42,396	100

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.

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

2021				2022					2023			
FRENCH		FOREIGNERS		FRENCH		FOREIGNERS			FRENCH		FOREIGNERS	
Men	Women	Men	Women	Men	Women	Men	Women		Men	Women	Men	Women
3,430	8,251	224	268	3,620	8,219	326	417	Technical staff	3,507	7,729	329	463
12,405	12,995	645	687	13,727	14,327	842	920	Executive staff	13,929	14,476	942	1,021
15,835	21,246	869	955	17,347	22,546	1,168	1,337	TOTAL	17,436	22,205	1,271	1,484
37,081		1,824		39,893		2,505			39,641		2,755	

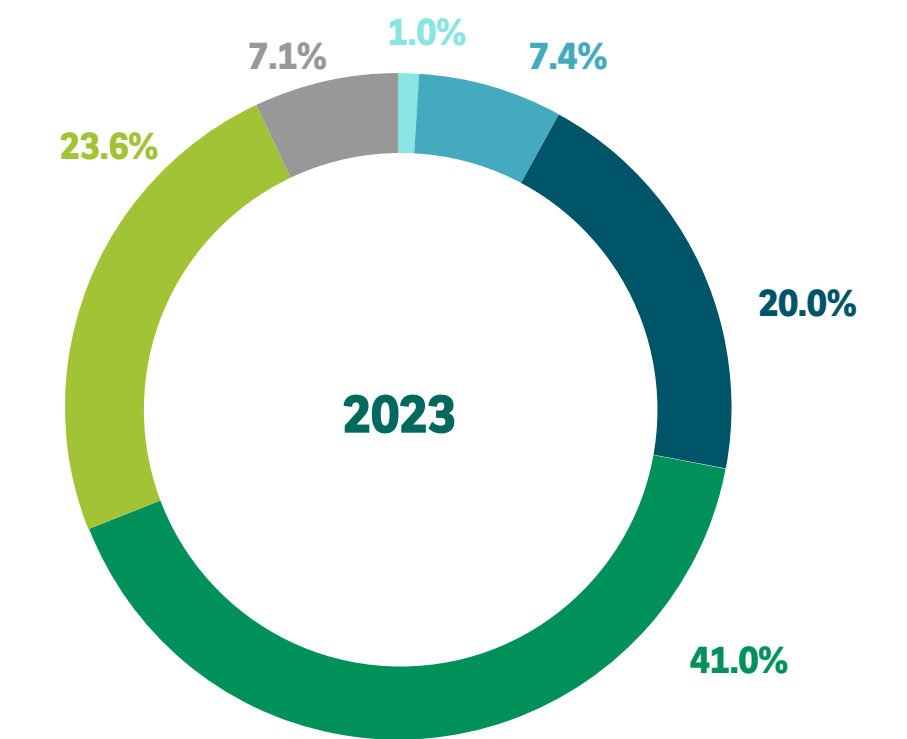
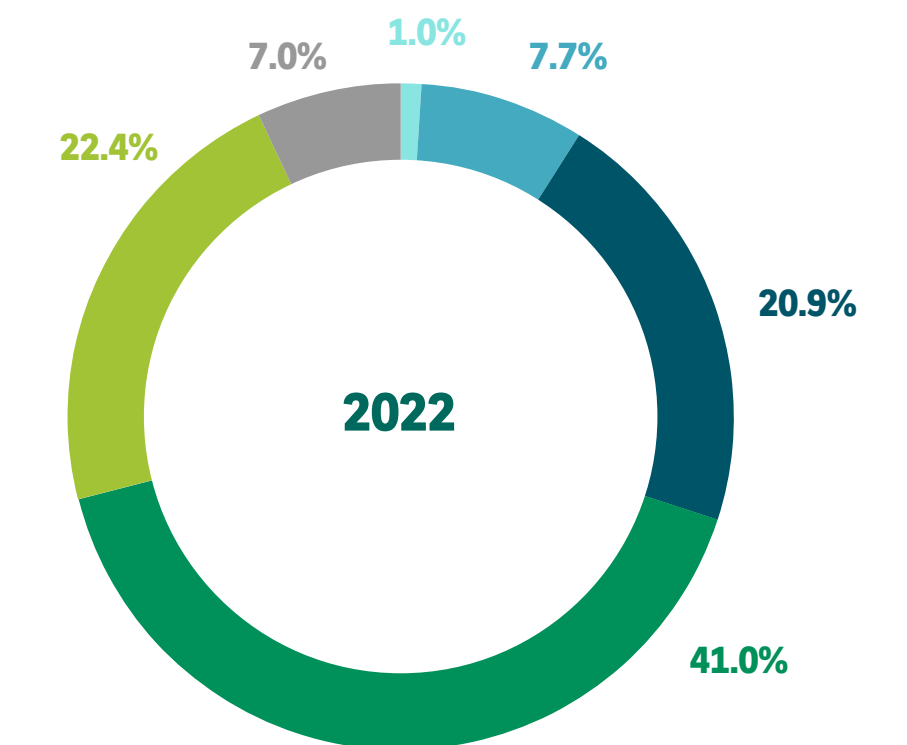
115-119 – BREAKDOWN OF HEADCOUNT BY GENDER AND BY QUALIFICATION LEVEL AS AT DECEMBER 31st (one for one)

2021					2022						2023				
Men	%	Women	%	TOTAL	Men	%	Women	%	TOTAL		Men	%	Women	%	TOTAL
10	31.3	22	68.8	32	8	28.6	20	71.4	28	B	7	28.0	18	72.0	25
123	44.1	156	55.9	279	179	45.3	216	54.7	395	C	189	49.3	194	50.7	383
383	41.5	540	58.5	923	406	43.8	521	56.2	927	D	391	44.4	490	55.6	881
691	36.3	1,214	63.7	1,905	954	40.5	1,402	59.5	2,356	E	930	41.1	1,334	58.9	2,264
1,004	24.5	3,088	75.5	4,092	992	25.1	2,956	74.9	3,948	F	967	25.9	2,760	74.1	3,727
1,443	29.2	3,499	70.8	4,942	1,407	28.6	3,521	71.4	4,928	G	1,352	28.5	3,396	71.5	4,748
3,654	30.0	8,519	70.0	12,173	3,946	31.4	8,636	68.6	12,582	Technical staff	3,836	31.9	8,192	68.1	12,028
3,412	38.4	5,480	61.6	8,892	3,884	39.2	6,013	60.8	9,897	H	3,903	39.5	5,983	60.5	9,886
3,319	48.0	3,589	52.0	6,908	3,526	47.2	3,947	52.8	7,473	I	3,516	47.0	3,961	53.0	7,477
2,899	55.4	2,333	44.6	5,232	3,292	55.3	2,659	44.7	5,951	J	3,387	54.9	2,783	45.1	6,170
1,745	57.9	1,269	42.1	3,014	2,053	58.2	1,475	41.8	3,528	K	2,270	59.1	1,574	40.9	3,844
1,675	62.4	1,011	37.6	2,686	1,814	61.1	1,153	38.9	2,967	HC	1,795	60.0	1,196	40.0	2,991
13,050	48.8	13,682	51.2	26,732	14,569	48.9	15,247	51.1	29,816	Executive staff	14,871	49.0	15,497	51.0	30,368
16,704	42.9	22,201	57.1	38,905	18,515	43.7	23,883	56.3	42,398	TOTAL	18,707	44.1	23,689	55.9	42,396

Objective of woman framework in %

BREAKDOWN OF HEADCOUNT BY QUALIFICATION LEVEL

- Technical staff B, C
- Technical staff D, E
- Technical staff F, G
- Executive staff H, I
- Executive staff J, K
- Executive staff, outside classification



The percentages are calculated by reference to the total headcount by qualification level.

121 – NUMBER OF EMPLOYEES BELONGING TO A SUBCONTRACTOR (equivalent month/employee)*

2021	2022	2023
7,186	8,044	8,524

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

121 BIS – NUMBER OF EMPLOYEES ON LOAN AS AT DECEMBER 31st (one for one)

2021	2022	2023
55	41	27

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

2021	2022	2023
2,432	2,448	2,686

123 – AVERAGE MONTHLY HEADCOUNT OF TEMPORARY EMPLOYEES

2021	2022	2023
823	678	509

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

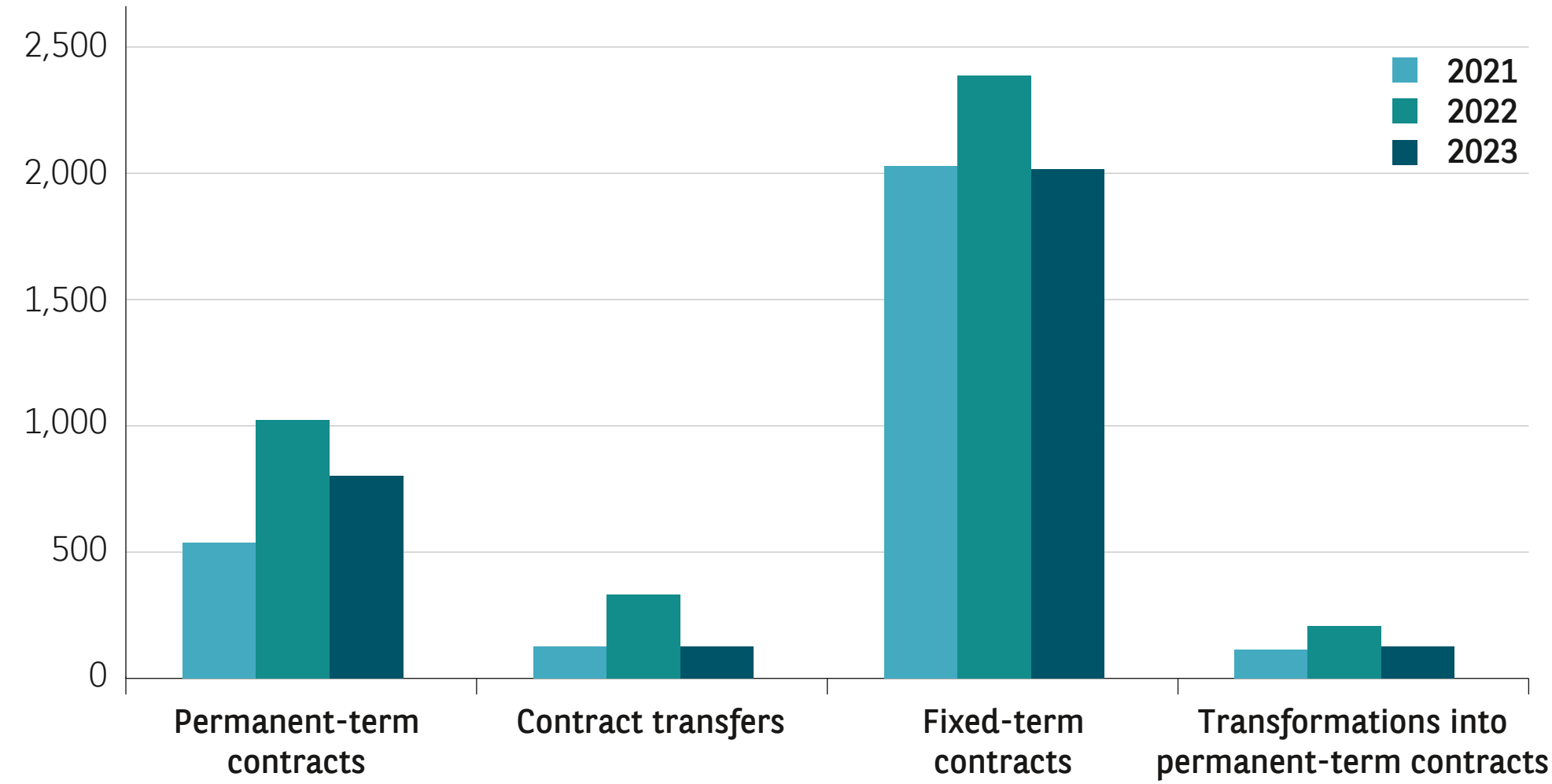
2021	2022	2023
59	58	54

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.

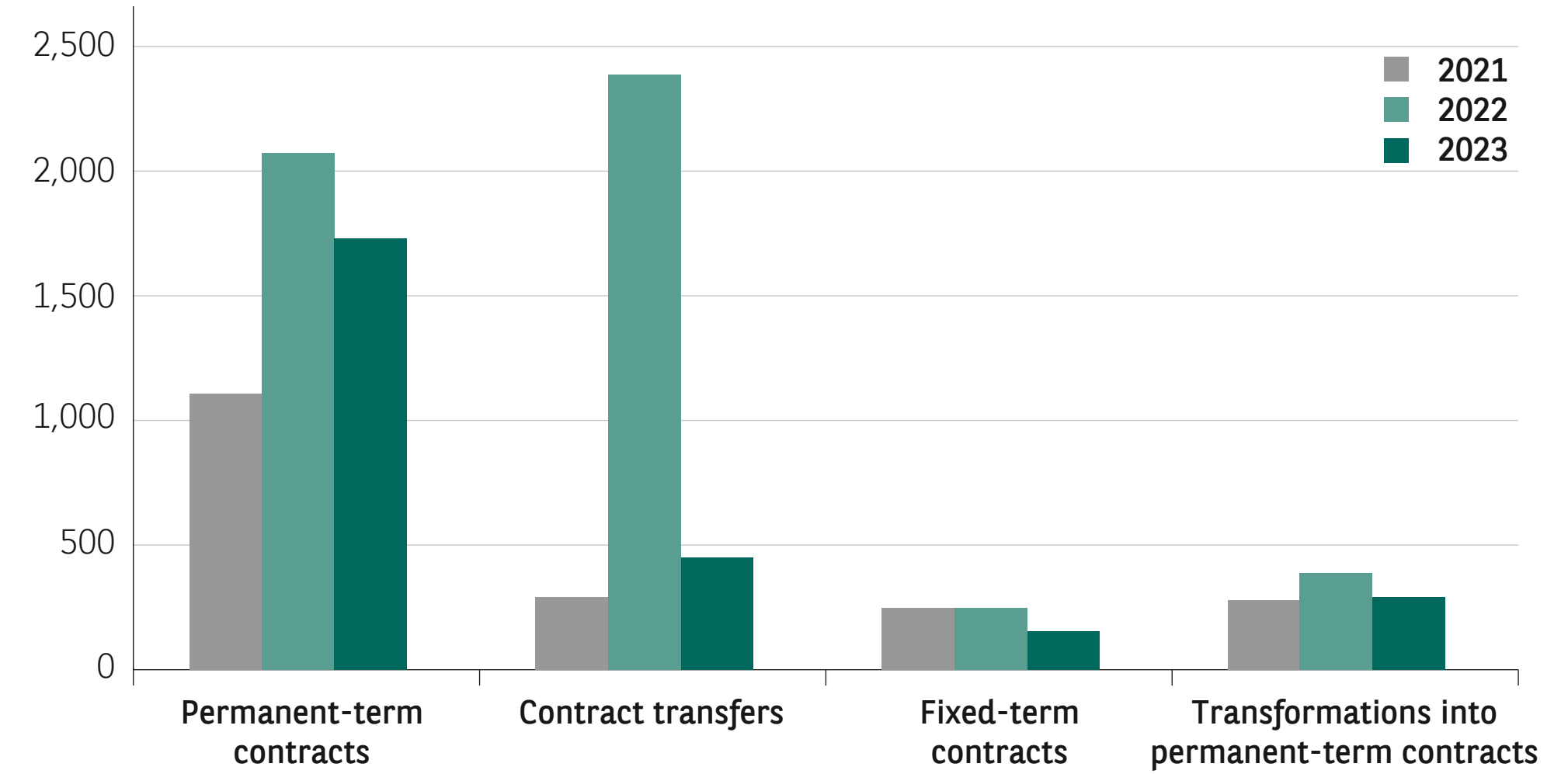
Attentive to the way in which interns are welcomed and integrated into their host company, the business lines have structured their support through a number of actions, including the distribution of welcome booklets, the organization of presentation sessions, and support from an internship supervisor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

13 – RECRUITMENTS BY HIERARCHICAL LEVEL AND TYPE OF RECRUITMENT

RECRUITMENTS: TECHNICAL STAFF



RECRUITMENTS: EXECUTIVE STAFF



13 – RECRUITMENTS BY HIERARCHICAL LEVEL A,D BY GENDER

2021							2022							2023													
TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL	TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL	TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL							
Men	Women	Men	Women	Men	Women	2021	Men	Women	Men	Women	Men	Women	2022	Men	Women	Men	Women	Men	Women	2023							
1,271	1,505	1,070	820	2,341	2,325	4,666	1,744	2,147	2,634	2,431	4,378	4,578	8,956	130 A - TOTAL RECRUITMENTS							1,430	1,587	1,477	1,125	2,907	2,712	5,619
230	303	699	406	929	709	1,638	428	574	1,173	893	1,601	1,467	3,068	131 - Permanent contract Hirings							346	448	1,003	725	1,349	1,173	2,522
25	94	142	125	167	219	386	96	226	1,157	1,220	1,253	1,446	2,699	130 B - Contract transfers*							26	89	262	181	288	270	558
977	1,035	105	142	1,082	1,177	2,259	1,148	1,223	98	142	1,246	1,365	2,611	132 - Temporary contract hiring							1,007	987	68	82	1,075	1,069	2,144
39	73	124	147	163	220	383	72	124	206	176	278	300	578	132 A - Transformations into Permanent-Term Contracts							51	63	144	137	195	200	395
780	844	205	187	985	1,031	2,016	955	1,046	262	234	1,217	1,280	2,497	134 - Out of which number of recruits aged 25 or less							856	864	209	191	1,065	1,055	2,120

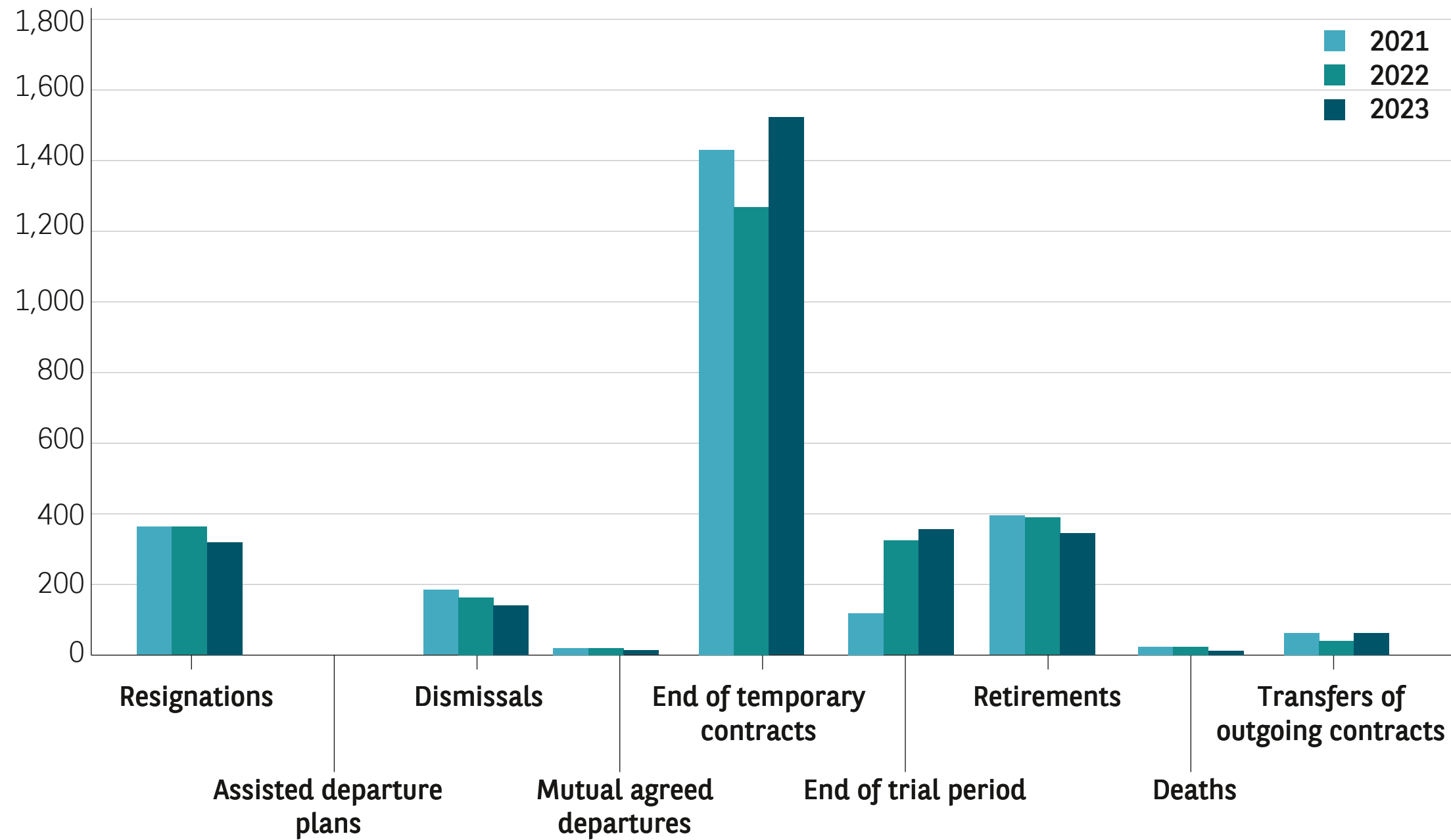
*Including 160 Exane integration

133 – NUMBER OF SEASONAL WORKERS

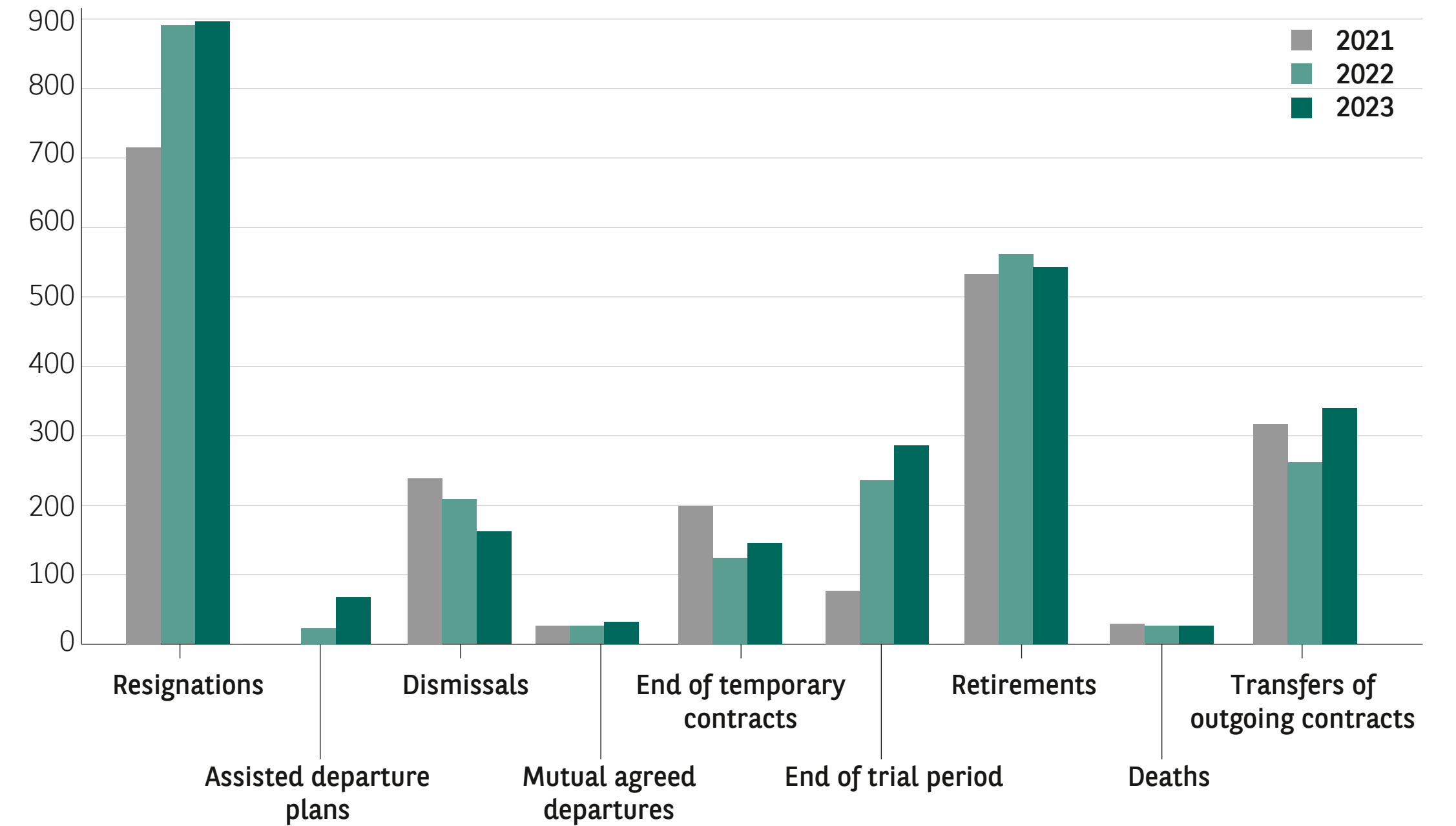
2021	2022	2023
4,166	4,001	3,810

14 | DEPARTURES

DEPARTURES: TECHNICAL STAFF



DEPARTURES: EXECUTIVE STAFF



14 – DEPARTURE BY HIERARCHICAL LEVEL AND BY GENDER (one for one)

2021							2022							2023								
TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2021	TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2022	TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2023		
Men	Female	Men	Female	Men	Female		Men	Female	Men	Female	Men	Female		Men	Female	Men	Female	Men	Female			
1,055	1,520	1,150	974	2,205	2,494	4,699	1,106	1,462	1,204	1,147	2,310	2,609	4,919	141 - TOTAL DEPARTURE		1,229	1,531	1,311	1,182	2,540	2,713	5,253
127	234	389	323	516	557	1,073	144	217	1,473	415	617	632	1,249	142 - Resignations		124	191	517	377	641	568	1,209
-	-	-	-	-	-	-	-	2	7	17	7	19	26	143 - Assisted departure plans		1	5	28	39	29	44	73
52	130	114	123	166	253	419	49	110	87	122	136	232	368	144 - Dismissals		49	87	75	84	124	171	295
8	6	11	15	19	21	40	4	9	12	13	16	22	38	144 A - Mutual agreed departure		6	4	16	16	22	20	42
644	789	81	118	725	907	1,632	616	651	52	73	668	724	1,392	145 - End of temporary contracts		759	766	62	84	821	850	1,671
49	65	51	24	100	89	189	158	162	132	102	290	264	554	146 - End of trial period		171	182	159	128	330	310	640
142	252	319	213	461	465	926	117	270	307	253	424	523	947	147 - Retirements		90	252	269	274	359	526	885
9	10	22	7	31	17	48	10	10	19	9	29	16	45	148 - Death		7	5	15	12	22	17	39
24	34	163	151	187	185	372	8	31	115	146	123	177	300	140 A - Transfers of outgoing contracts		22	39	170	168	192	207	399

OVERVIEW: RECRUITMENTS / DEPARTURES

2021		2022		2023	
39,335		38,905		HEADCOUNT IN PREVIOUS YEAR	42,398
4,666		8,956		130-A - Total recruitments	5,619
-4,699		- 4,919		141 - Total departures	- 5,253
-14		34		Balance of appointments with other Group entities	27
-383		- 578		Transformations into Permanent-Term Contracts*	- 395
38,905		42,398		HEADCOUNT IN CURRENT YEAR	42,396

* Included in recruitments, not included in departures.

Ex Exane employees have been accounted for only the last two months of 2023.

151 – NUMBER OF EMPLOYEES PROMOTED TO A HIGHER LEVEL

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
0	0	0	0	0	0	C	0	0	0
4	4	8	3	8	11	D	3	8	11
40	66	106	33	59	92	E	26	45	71
87	212	299	63	170	233	F	61	154	215
137	374	511	149	421	570	G	121	340	461
268	656	924	248	658	906	Technical staff	211	547	758
110	276	386	90	290	380	H	133	313	446
316	342	658	284	361	645	I	299	375	674
323	297	620	292	273	565	J	315	332	647
196	157	353	210	161	371	K	204	180	384
81	91	172	86	82	168	HC	106	121	227
1,026	1,163	2,189	962	1,167	2,130	Executive staff	1,057	1,321	2,378
1,294	1,819	3,113	1,210	1,825	3,036	TOTAL	1,268	1,868	3,136

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

2020			2021				2022		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2,611	7,410	10,021	2,444	6,927	9,371	Technical staff	2,514	6,775	9,289
11,241	12,134	23,375	11,169	12,186	23,355	Cadre	12,511	13,572	26,083
13,852	19,544	33,396	13,613	19,113	32,726	TOTAL	15,025	20,347	35,372

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2.67	6.55	9.22	2.65	7.02	9.67	Technical staff	2.27	5.89	8.16
4.39	4.98	9.36	4.12	5	9.12	Cadre	4.05	5.06	9.12
3.87	5.45	9.32	3.70	5.58	9.28	TOTAL	3.58	5.28	8.87

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
10.26	8.85	9.22	10.15	9.50	9.67	Technical staff	8.39	8.07	8.16
9.13	9.58	9.36	8.61	9.58	9.12	Cadre	8.45	9.73	9.12
9.34	9.31	9.32	8.89	9.55	9.28	TOTAL	8.44	9.18	8.87

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
0	0	0	0	0	0	B	0	0	0
1	0	1	3	6	9	C	1	2	3
3	9	12	7	15	22	D	6	13	19
33	104	137	50	101	151	E	33	69	102
154	483	637	119	425	544	F	132	435	567
171	499	670	184	533	717	G	166	519	685
362	1,095	1,457	363	1,080	1,443	Technical staff	338	1,038	1,376
777	1,130	1,907	800	1,220	2,020	H	730	1,132	1,862
916	843	1,759	852	848	1,700	I	802	832	1,634
888	632	1,520	826	620	1,446	J	748	526	1,274
663	393	1,056	523	356	879	K	568	390	958
749	466	1,215	470	347	817	HC	531	379	910
3,993	3,464	7,457	3,471	3,391	6,862	Executive staff	3,379	3,259	6,638
4,355	4,559	8,914	3,834	4,471	8,305	TOTAL	3,717	4,297	8,014

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

2020			2021				2022		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2,611	7,410	10,021	2,444	6,927	9,371	Technical staff	2,514	6,775	9,289
12,830	13,071	25,901	12,831	13,180	26,011	Cadre	14,306	14,700	29,006
15,441	20,481	35,922	15,275	20,107	35,382	TOTAL	16,820	21,475	38,295

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

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
3.6	10.9	14.5	3.9	11.5	15.4	Technical staff	3.6	11.2	14.8
15.4	13.4	28.8	13.3	13.0	26.4	Executive staff	11.7	11.2	22.9
12.1	12.7	24.8	10.8	12.6	23.5	TOTAL	9.7	11.2	20.9

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
13.7	14.8	14.5	14.9	15.6	15.4	Technical staff	13.4	15.3	14.8
31.1	26.5	28.8	27.1	25.7	26.4	Executive staff	23.6	22.2	22.9
28.2	22.3	24.8	25.1	22.2	23.5	TOTAL	22.1	20.0	20.9

153-A – TOTAL STATUS REVIEW

2021	2022		2023
12,027	11,341	Total number of status reviews	11,150
36	37	Average frequency of status reviews (in months)	41

16 | UNEMPLOYMENT

2021	2022		2023
0	0	161 - Number of employees laid off part-time during the year in question	0
0	0	162 - Total number of hours of part-time unemployment during the year in question	0

17 | DISABLED PEOPLE

171 – NUMBER OF DISABLED EMPLOYEES

2021	2022		2023
2,060	2,168	Expressed as natural persons	2,234
1,960.81	1,989.46	Expressed in BOETH workforce*	2,127.83

*BOETH workforce: beneficiaries from mandatory employment of disabled 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)

2021	2022		2023
25	19	Expressed as natural persons	21

2021				2022				2023				
Technical staff	Executive staff	TOTAL	RATE	Technical staff	Executive staff	TOTAL	RATE	Technical staff	Executive staff	TOTAL	RATE	
415,824	366,680	782,504	5.51%	426,206	405,647	831,853	5.71%		377,954	403,168	781,122	5.07%
7,391	5,830	13,220	0.09%	9,391	7,651	17,041	0.12%	182 - ILLNESS (1)	10,251	8,653	18,904	0.12%
19,226	16,914	36,140	0.25%	26,009	24,123	50,132	0.34%	out of which 1 or 2 days* are consecutive	24,001.50	24,682.50	48,684	0.32%
389,207	343,937	733,144	5.16%	390,807	373,874	764,680	5.25%	out of which 3 or 5 days* are consecutive	343,401.50	369,832.50	713,534	4.63%
12,216	15,883	28,099	0.20%	12,956	15,523	28,479	0.20%	out of which more than 6 days* are consecutive	14,214	16,487	30,701	0.20%
428,040	382,563	810,602	5.71%	439,162	421,170	860,332	5.91%	184 - Work-related and commuting accidents (2)	392,168	419,655	811,823	5.26%
221,559	255,889	477,448	3.50%	234,164	287,367	521,531	3.73%	TOTAL SICK AND WORK-RELATED ACCIDENT DAYS OF ABSENCE - A = (1) + (2)	198,246	277,569.50	475,815.50	3.21%
79,546	129,959	209,505	1.47%	77,108	125,851	202,959	1.39%	Out of which are paid illness and work-related accident days of leave	60,068	109,763	169,831	1.10%
77,952	128,612	206,564	1.52%	75,073	124,287	199,360	1.43%	185 - Maternity and paternity leave B	59,127	108,423	167,550	1.13%
82,496	84,118	166,614	1.17%	77,455	84,739	162,194	1.11%	out of which are paid leave linked to maternity or paternity	71,052	83,615.50	154,667.50	1%
67,597	98,659	166,256	1.17%	69,733	108,672	178,404	1.23%	186 - Authorized leave (3)	68,600	109,766.50	178,366.50	1.16%
150,092	182,777	332,869	2.34%	147,188	193,411	340,598	2.34%	187 - Other reasons** (4)	139,652	193,382	333,034	2.16%
37,693	49,290	86,983	0.64%	37,156	54,870	92,026	0.66%	TOTAL ABSENCES ON THE DECISION OF THE EMPLOYEE AND SPECIAL EVENTS C = (3) + (4)	33,752.50	52,495	86,247.50	0.58%
657,678	695,298	1,352,976	9.52%	663,458	740,431	1,403,889	9.64%	out of which paid leave is based on the decision of the employee and special events	591,888	722,800	1,314,688	8.53%
337,204	433,791	770,995	5.66%	346,393	466,524	812,916	5.82%	181-1 - GRAND TOTAL - A+B+C	291,125.50	438,487.50	729,613	4.92%
578,132	565,340	1,143,471	8.05%	586,350	614,580	1,200,930	8.25%	out of which paid leave - Grand total	531,820	613,037	1,144,857	7.42%
259,252	305,179	564,431	4.14%	271,320	342,237	613,556	4.39%	out of which leave is outside of maternity or paternity	231,998.50	330,064.50	562,063	3.79%
								out of which paid leave is outside of maternity or paternity				

*Days of leave expressed in calendar days.

**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

2021			2022				2023		
Technical staff	Executive staff	TOTAL	Technical staff	Executive staff	TOTAL		Technical staff	Executive staff	TOTAL
8.02	4.60	5.66	8.3	4.76	5.82	Rate of paid staff absenteeism	6.96	4.11	4.92
1.76	1.34	1.47	1.72	1.25	1.39	Rate of maternity and paternity leave	1.34	1.00	1.10
12.8	5.83	8.05	13.09	6.1	8.25	Rate without maternity and paternity leave	11.88	5.60	7.42
14.56	7.17	9.52	14.81	7.35	9.64	TOTAL	13.22	6.60	8.53

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
114	1,003	1,117	124	960	1,084	Technical staff	140	971	1,111
318	1,008	1,326	405	1,265	1,670	Executive staff	483	1,407	1,890
432	2,011	2,443	529	2,225	2,754	TOTAL	623	2,378	3,001

Number of employees on Flexitime.

19 | LEAVES

191-A - PARENTAL CHILDCARE LEAVE

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2	165	167	1	169	170	Technical staff	3	166	169
7	130	137	3	137	140	Executive staff	8	138	146
9	295	304	4	306	310	TOTAL	11	304	315

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

192-A - SABBATICAL LEAVE EXCEEDING 3 MONTHS

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
3	28	31	2	32	34	Technical staff	3	40	43
33	70	103	44	88	132	Executive staff	60	88	148
36	98	134	46	120	166	TOTAL	63	128	191

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

193-A – PATERNITY LEAVE AND ADOPTION LEAVE

2021			2022				2023		
Technical staff	Executive staff	TOTAL	Technical staff	Executive staff	TOTAL		Technical staff	Executive staff	TOTAL
1,863	6,235	8,098	4,150	13,573	17,723	Days off taken during the considered year	3,007	11,742	14,749
2,565	8,985	11,550	5,453	21,227	26,680	Days off theoretically permitted for the considered year	4,517	19,127	23,644

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.

193-B – EXISTENCE OF ADDITIONAL REMUNERATION PAID BY THE EMPLOYER (follow-up)**■ 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.

Article D1225-8-1 of the French Labor Code:

“In addition to the leave referred to in Article L. 1225-35, the father, the mother's spouse or the related person to her by a civil solidarity pact or her cohabiting partner is entitled to an extension of the non-teaching period mentioned in the fifth paragraph of this article in the event of the child's immediate hospitalization after the Birth, during the entire period of hospitalization in one or more specialized care units mentioned in the order provided for in the same paragraph, and within the limit of thirty consecutive days. The employee beneficiary of this leave informs his employer without delay by sending a document justifying of this hospitalization”.

■ 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*

- 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.

■ 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.

02 | 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 Contribution



21 – EMPLOYEE COMPENSATION, SOCIAL SECURITY CONTRIBUTIONS AND PAYROLL TAXES PAID DURING THE YEAR (in Millions of euros)

2021	2022		2023
3,784.2	4,062.0	TOTAL PERSONNEL COSTS	4,501.5
2,340.2	2,547.5	“Wages and Salaries”	2,810.8
1,925.5	2,062.2	Fixed remuneration including the remuneration bonus and lump-sum allowance (before deductions)	2,261.2
-103.8	-108.6	Deductions (sickness, maternity, flexitime, etc.)	-110.8
88.0	110.9	Miscellaneous allowances and overtime	111.8
376.9	425.9	Variable remuneration	495.4
2,286.6	2,490.3	Subtotal “Wages and Salaries”	2,757.6
53.6	57.2	Employer contributions to employee saving schemes and administrative expenses (excluding charges and relevant taxes)	53.2
970.8	1,010.8	“Social security contributions”	1,130.8
263.7	245.1	“Tax expenses”	258.7
209.5	258.6	“Incentive plans and profit-sharing” (payment with respect to the previous year)	301.2
34,835	35,555	Average monthly headcount in metropolitan France (Including Monaco)	37,519
67,181	71,649	Wages and salaries, average per employee in € (“Wages and Salaries” / Average monthly headcount)	74,916
73,195	78,923	Average employee remuneration (income) in € (including incentive plans, profit-sharing)	82,944
35,440	35,322	Average employer’s contributions per employee in €	37,035
32.6	30.9	Ratio of social security charges and tax expenses and total personnel costs	30.9
30.1	26.7	Aggregate employer’s contributions (Total personnel costs / Added Value)	30.4

211-BIS – AVERAGE MONTHLY COMPENSATION – FIXED SALARY (in euros)

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
1,864	1,849	1,855	1,856	1,845	1,849	B-C	1,951	1,932	1,940
2,119	2,173	2,150	2,123	2,175	2,156	D	2,223	2,272	2,256
2,328	2,376	2,361	2,347	2,399	2,382	E	2,442	2,487	2,472
2,522	2,576	2,563	2,528	2,601	2,582	F	2,623	2,696	2,676
2,825	2,882	2,868	2,859	2,915	2,901	G	2,941	3,019	2,999
2,584	2,668	2,646	2,611	2,702	2,677	Technical staff	2,708	2,806	2,780
3,359	3,351	3,354	3,432	3,417	3,423	H	3,559	3,535	3,545
4,277	4,157	4,215	4,352	4,224	4,284	I	4,526	4,382	4,450
5,334	5,084	5,224	5,412	5,185	5,313	J	5,622	5,387	5,517
6,651	6,299	6,504	6,760	6,407	6,613	K	7,222	6,631	6,982
10,012	8,910	9,599	9,970	8,982	9,588	HC	10,767	9,412	10,228
5,323	4,546	4,929	5,379	4,645	5,007	Executive staff	5,692	4,862	5,273
4,884	3,898	4,323	4,964	4,031	4,441	TOTAL	5,276	4,248	4,704

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

2023								
MEN					WOMEN			
Average Age	1 st decile	Median	9 th decile		Average Age	1 st decile	Median	9 th decile
27	23,652	26,175	32,568	C	33	24,612	25,582	30,159
31	25,609	28,286	32,561	D	31	25,387	28,368	32,019
36	27,759	31,111	35,483	E	36	26,954	31,070	34,733
38	30,340	33,698	37,457	F	41	29,832	34,020	37,637
43	33,564	37,849	43,339	G	45	33,267	38,111	43,437
40	29,749	35,075	41,273	Technical staff	43	29,588	35,665	41,563
38	40,567	46,561	54,804	H	41	38,970	45,646	53,892
43	50,727	59,508	73,902	I	43	48,520	57,419	68,765
47	64,517	75,933	95,780	J	46	61,761	72,981	87,818
49	80,560	99,140	151,437	K	48	78,016	92,452	118,309
53	107,529	157,805	389,999	HC	52	101,385	137,495	277,558
45	45,276	69,923	144,279	Executive staff	44	42,423	58,826	107,466

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

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

213 – BREAKDOWN OF ANNUAL COMPENSATION - GROSS SALARY (in euros)

2021	2022		2023
24,947	25,740	99% of employees earned at least	27,151
30,109	30,679	95% of employees earned at least	32,233
32,970	33,482	90% of employees earned at least	35,294
35,290	35,907	85% of employees earned at least	37,888
37,488	38,382	80% of employees earned at least	40,718
39,880	40,651	75% of employees earned at least	43,243
42,124	43,064	70% of employees earned at least	45,505
44,262	45,288	65% of employees earned at least	47,988
46,663	47,897	60% of employees earned at least	50,663
49,220	50,811	55% of employees earned at least	53,625
52,062	53,763	50% of employees earned at least	56,846
55,125	57,244	45% of employees earned at least	60,463
58,398	61,827	40% of employees earned at least	65,153
61,954	65,763	35% of employees earned at least	69,335
66,145	70,297	30% of employees earned at least	74,133
71,455	75,761	25% of employees earned at least	79,899
78,344	82,882	20% of employees earned at least	87,479
87,793	91,584	15% of employees earned at least	98,241
104,567	109,701	10% of employees earned at least	114,929
141,423	150,606	5% of employees earned at least	157,431
296,534	328,253	1% of employees earned at least	365,448
4.7	4.9	Ratio of the 5% and 95%	4.9
9.8	10.7	Ratio of the 1% et 95%	11.3

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

2021	2022		2023
6.2	6.5	TOTAL	6.4

222 – TOTAL OF THE TEN HIGHEST PAY PACKAGES

2021	2022		2023
20,707,198	25,702,345	TOTAL	26,046,246

2021	2022		2023
37.86	45.43	242 – TOTAL PAYMENTS TO TEMPORARY EMPLOYMENT AGENCIES (in millions of euros)	62.67

26 | COMPANY PROFIT SHARING SCHEME AND MATCHING CONTRIBUTIONS

2021	2022		2023
124.5	143.0	261 – SPECIAL PROFIT SHARING RESERVE TOTAL AMOUNT WITH RESPECT TO THE YEAR IN QUESTION (in millions of euros)	152.5
133.6	158.2	261 – INCENTIVE SCHEMES TOTAL AMOUNT WITH RESPECT TO THE YEAR IN QUESTION (in millions of euros)	159.8

2021		2022			2023	
Technical staff	Executive staff	Technical staff	Executive staff		Technical staff	Executive staff

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

2,625	2,625	2,759	2,759	Minimum share	2,910	2,910
4,989	5,564	4,956	6,897	Maximum share	4,831	7,275
2,632	3,825	2,766	4,061	Average amount	2,914	4,199

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

2,895	2,895	3,142	3,142	Minimum share	3,134	3,134
4,205	7,437	5,406	7,406	Maximum share	5,004	7,384
2,896	4,091	3,145	4,479	Average amount	3,135	4,385

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

2021	2022		2023
1.96	2.03	263 – PROPORTION OF CAPITAL HELD BY EMPLOYEES THROUGH EMPLOYEE SHARE OWNERSHIP PLANS (as %)	2.20
64.09	65.23	264-A – EMPLOYER CONTRIBUTIONS PAID WITHIN THE FRAMEWORK OF THE EMPLOYEE SAVINGS SCHEME (in million euros)	61.87

This amount includes voluntary payments as well as management charges paid by the company on behalf of employees.

03 | HEALTH AND SAFETY

[31 - Work-Related and Commuting Accidents](#)

[32 - Breakdown of Accidents by Material Aspect](#)

[35 - Expenditure on Safety](#)



311 – NUMBER OF WORK-RELATED ACCIDENTS RESULTING IN SICK LEAVE PER GENDER

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
11	54	65	16	38	54	Technical staff	20	51	71
21	39	60	23	58	81	Executive staff	30	50	80
32	93	125	39	96	135	TOTAL	50	101	151

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
565	2,844	3,409	1,114	2,976	4,090	Technical staff	631	3,242	3,873
989	2,918	3,907	1,778	3,623	5,401	Executive staff	2,495	3,246	5,741
1,554	5,762	7,316	2,892	6,599	9,491	TOTAL	3,126	6,488	9,614

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

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
3	3	6	1	5	6	1	8	9

314 – NUMBER OF FATAL ACCIDENTS PER GENDER

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
0	0	0	0	0	0	Commuting	0	0	0
0	0	0	1	0	1	Work-related	1	0	1

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

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
58	143	201	79	140	219	79	127	206

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

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
1	3	4	2	8	10	0	2	2

32 | BREAKDOWN OF ACCIDENTS BY MATERIAL ASPECT

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
0	0	0	0	0	0	321 - Number of accidents involving serious risks	0	0	0
7	28	35	11	19	30	322 - Number of accidents involving falls from height	11	18	29
1	0	1	0	0	0	323 - Number of accidents caused by machines, excluding those involving the above codes	1	0	1
2	11	13	5	14	19	324 - Number of accidents involving handling, transfer or storage	4	5	9
1	2	3	2	2	4	325 - Number of accidents caused by accidental movement of objects	3	4	7
21	52	73	21	61	82	326 - Other cases of accidents	31	74	105
0	0	0	0	0	0	326 - including declarations following bank robberies	0	0	0

35 | EXPENDITURE ON SAFETY

351 – STAFF TRAINING ON SAFETY

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
6,941	9,049	15,990	5,649	7,302	12,951	12,117	15,483	27,600

352 – EXPENDITURE ON SAFETY (in millions of euros)

2021	2022	2023
32.87	33.31	32.70

04 | OTHER WORKING CONDITIONS

41 – Hours Worked and Flexible Working Hours

42 – Organization of Working Hours

45 – Expenditure to Improve Working Conditions



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

2021	2022	2023
2	49	31

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

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
10,895	9,862	20,757	12,132	10,969	23,101	12,490	11,214	23,704

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

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
822	2,683	3,505	675	2,332	3,007			
362	816	1,178	1,099	1,555	2,654			
1,184	3,499	4,683	1,774	3,887	5,661	Technical staff	568	2,024
						Executive staff	972	1,410
						TOTAL	1,540	3,434
								4,974

414 – NUMBER OF EMPLOYEES WORKING PART-TIME

	2021			2022				2023		
	Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
90%	12	261	273	12	245	257	Technical staff	12	242	254
	11	280	291	14	306	320	Executive staff	21	318	339
	23	541	564	26	551	577	TOTAL	33	560	593
80%	50	1,279	1,329	38	1,198	1,236	Technical staff	36	1,077	1,113
	65	1,083	1,148	68	1,128	1,196	Executive staff	77	1,068	1,145
	115	2,362	2,477	106	2,326	2,432	TOTAL	113	2,145	2,258
60%	6	159	165	8	146	154	Technical staff	7	136	143
	16	85	101	16	87	103	Executive staff	19	94	113
	22	244	266	24	233	257	TOTAL	26	230	256
50%	59	263	322	58	261	319	Technical staff	49	245	294
	42	110	152	41	117	158	Executive staff	38	123	161
	101	373	474	99	378	477	TOTAL	87	368	455
OTHER PART-TIME	12	93	105	11	89	100	Technical staff	12	92	104
	16	61	77	21	64	85	Executive staff	22	58	80
	28	154	182	32	153	185	TOTAL	34	150	184
TOTAL PART-TIME	139	2,055	2,194	127	1,939	2,066	Technical staff	116	1,792	1,908
	150	1,619	1,769	160	1,702	1,862	Executive staff	177	1,661	1,838
	289	3,674	3,963	287	3,641	3,928	TOTAL	293	3,453	3,746

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL

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

3.8	24.1	18	3.2	22.5	16.4	Technical staff	3.0	21.9	15.9
1.1	11.8	6.6	1.1	11.2	6.2	Executive staff	1.2	10.7	6.1
1.7	16.5	10.2	1.6	15.2	9.3	TOTAL	1.6	14.6	8.8

414-A – NUMBER OF EMPLOYEES WORKING FULL-TIME

3,515	6,464	9,979	3,819	6,697	10,516	Technical staff	3,720	6,400	10,120
12,900	12,063	24,963	14,409	13,545	27,954	Executive staff	14,694	13,836	28,530
16,415	18,527	34,942	18,228	20,242	38,470	TOTAL	18,414	20,236	38,650

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

34	245	279	34	245	279	Technical staff	31	224	255
40	210	250	59	230	289	Executive staff	71	230	301
74	455	529	93	475	568	TOTAL	102	454	556

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

14	170	184	20	173	193	Technical staff	21	159	180
27	179	206	38	198	236	Executive staff	34	198	232
41	349	390	58	371	429	TOTAL	55	357	412

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 €5.70 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 (1st of may included)

2021	2022		2023
7	5	Mondays Off	5
7	7	Saturdays Off	9

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL

421 – NUMBER OF EMPLOYEES ON FLEXIBLE WORKING HOURS

358	573	931	366	734	1,100	Technical staff	449	806	1,255
138	302	440	190	383	573	Executive staff	190	415	605
496	875	1,371	556	1,117	1,673	TOTAL	639	1,221	1,860

421-A – NUMBER OF EMPLOYEES WORKING NIGHTS

355	208	563	200	172	372	Technical staff	25	0	0
29	16	45	74	112	186	Executive staff	0	0	0
384	224	608	274	284	558	TOTAL	25	0	25

45 | EXPENDITURE TO IMPROVE WORKING CONDITIONS

2021	2022	2023
45.68	36.91	49.19

451 – EXPENDITURE TO IMPROVE WORKING CONDITIONS (in millions euros)

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 Contract



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

2021	2022		2023
4.62	4.53	As % of payroll	4.24

512 – AMOUNT DEVOTED TO IN-SERVICE PROFESSIONAL TRAINING (in millions euros)

2021	2022		2023
109.7	113.8	Expenditure on training	118.8

513 – NUMBER OF STAFF TRAINED

2021			2022			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
3,074	8,169	11,243	2,662	6,942	9,604	2,651	6,611	9,262
13,518	13,782	27,300	14,177	14,661	28,838	14,880	15,174	30,054
16,499	21,693	38,192	16,839	21,603	38,442	17,531	21,785	39,316
						Technical staff		
						Executive staff		
						TOTAL		

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

513-1 – INCLUDING THE NUMBER OF INDIVIDUALS RECEIVING TRAINING RECOGNIZED BY A DIPLOMA WITH THEIR PERSONAL TRAINING ACCOUNT (CPF)

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
113	134	247	92	120	212	Technical staff	112	113	225
44	55	99	33	46	79	Executive staff	23	40	63
157	189	346	125	166	291	TOTAL	135	135	288

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

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
112	131	243	92	120	212	Technical staff	90	79	169
43	53	96	29	40	69	Executive staff	21	32	53
155	184	339	121	160	281	TOTAL	111	111	222

514 – NUMBER OF TRAINING HOURS BY LEVEL

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
84,073	206,933	291,006	112,814	256,649	369,463	Technical staff	12,453	253,238	373,691
273,196	306,624	579,820	337,730	384,515	722,245	Executive staff	414,091	437,123	851,215
357,269	513,557	870,826	450,544	641,164	1,091,708	TOTAL	534,545	690,361	1,224,906

515-1 – NEW LEARNING AREAS AND CATEGORIES

		Number of hours			Number of training sessions		
		2021	2022	2023	2021	2022	2023
01 - CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES	Quality	2,281	3,250	2,988	2,008	15,495	11,199
	Group Knowledge and Induction	11,133	16,440	14,041	13,355	24,325	21,217
	Strategy and Ethics General Orientation	5,443	30,816	14,329	9,252	104,416	29,342
	Security	10,969	10,753	13,799	19,637	19,757	54,937
	Sustainable Finance & CSR	-	204	11,726	-	553	19,033
	Diversity - Equity- Inclusion	-	127	1,071	-	39	618
TOTAL 01 - CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITY		29,826	61,590	57,954	44,252	164,585	136,346
02 - BUSINESS LINES TECHNICAL TRAINING	Marketing and Sales Techniques	57,817	51,942	23,002	67,578	39,297	19,988
	Banking Diplomas	4,194	14,595	11,980	1,199	2,598	8,024
	Financial and Banking Products and Services	2,379	155,472	208,615	2,481	140,601	90,413
	Financial Products and Services	106,542	3,792	169	95,634	4,205	687
	Securities Services	4,160	2,865	4,133	19,916	11,757	19,166
	Insurance	172,254	163,271	244,497	679,089	314,950	480,553
	Corporate Finance	515	589	828	160	185	315
	Credit and Finance	49,211	102,057	112,353	79,309	70,463	185,634
	Advisory Service - Wealth Management	23,225	48,482	36,591	32,389	78,422	34,033
	Asset Management	8,026	18,629	13,245	3,873	4,296	3,144
	Real Estate	88,147	62,535	9,353	235,374	176,488	36,143
	Capital Markets	4,555	5,400	6,300	12,983	14,033	13,689
	Sustainable Product & Services	-	49	6,464	-	53	12,939
	Sales Techniques	-	-	82	-	-	107
Factoring	-	-	1	-	-	6	
TOTAL 02 - BUSINESS LINES TECHNICAL TRAINING		521,025	629,679	677,614	1,229,985	857,348	904,841

515-1 – NEW LEARNING AREAS AND CATEGORIES

		Number of hours			Number of training sessions		
		2021	2022	2023	2021	2022	2023
03 - FORMATIONS TECHNIQUES FONCTIONS SUPPORT	Legal and Tax Affairs	4,150	3,806	4,456	10,307	10,735	11,193
	Human Resources	13,772	15,530	23,356	35,038	17,093	85,050
	IT	13,577	10,206	27,859	3,245	3,939	66,224
	Back Offices	11,751	5,516	6,548	20,357	12,591	15,859
	Accounting, Finance and Management Control	2,303	3,729	7,397	1,130	1,817	2,803
	Procurement and Logistics	475	166	602	268	78	357
	Internal Audit and Control	4,423	14,568	8,163	1,623	2,630	1,560
	Communication & digital branding*	1,616	1,751	3,830	1,381	729	2,435
	Social and Environmental Responsibility	6,052	7,528	13,644	26,369	25,416	40,690
	Data & analytics	-	-	5,162	-	-	1,921
	Agile & Process management	-	-	3,261	-	-	989
	Artificial Intelligence & Intelligent Automation	-	-	1,447	-	-	959
	Fintech & Block Chain	-	-	210	-	-	201
	Cybersecurity	-	-	10,770	-	-	32,191
Digital working tools	-	-	3,234	-	-	3,860	
TOTAL 03 - FORMATIONS TECHNIQUES FONCTIONS SUPPORT		58,118	62,800	119,938	99,718	75,028	266,292
04 - RISKS	Non-compliance risks / Reputational risk	74	2,984	3,375	322	7,175	6,547
	Non-compliance risks / Anti-money-laundering measures*	22,294	27,280	31,276	45,955	55,189	67,206
	Non-compliance risks / Banking structure	-	259	290	-	309	124
	Non-compliance risks / Corruption*	7,230	2,033	19,842	26,393	5,458	53,280
	Non-compliance risks / Conflict of interests	4,111	705	7,262	24,667	4,126	39,478
	Non-compliance risks / Protection of data	16,600	9,746	32,574	33,129	38,032	78,467
	Non-compliance risks / FATCA/AEOI	1,732	8,430	1,928	6,586	15,389	3,264

*Change of names

515-1 – NEW LEARNING AREAS AND CATEGORIES

		Number of hours			Number of training sessions		
		2021	2022	2023	2021	2022	2023
04 - RISKS	Non-compliance risks / General awareness-building	11,390	3,033	6,884	48,991	43,668	8,426
	Non-compliance risks / Know your customer (KYC)	1,844	1,301	249	6,702	4,795	750
	Non-compliance risks / Markets*	6,575	13,576	13,937	30,845	49,291	62,770
	Non-compliance risks / Professional ethics	530	274	100	914	715	325
	Non-compliance risks / Protection of the customer's interests (PCI)	12,420	21,179	14,851	54,434	69,106	70,185
	Non-compliance risks / Sanctions and embargoes	19,502	31,451	3,760	25,568	40,708	5,241
	Non-compliance risks / Specific issues	7,463	1,730	30,053	10,262	2,773	48,189
	Non-compliance risks / Cross-functional financial security	1,562	154	1,615	2,118	414	1,916
	Credit risk and counterparty risk	1,631	8,553	3,452	911	12,530	3,714
	Insurance risk	127	2	11	37	1	3
	Market risk and liquidity risk*	199	4	1,420	59	3	5,013
	Operational risk and permanent control	4,038	4,264	6,675	3,216	4,285	9,854
	Fundamental principles of risk management*	9,366	10,871	3,960	16,107	45,059	10,409
TOTAL 04 - RISKS		128,690	147,829	183,514	337,216	399,026	475,161
05 - INDIVIDUAL COMPETENCIES	Personal Development	30,372	47,213	56,795	12,091	26,686	29,102
	Project Management and Organization	9,077	26,761	32,240	2,495	6,644	7,005
	Languages	19,741	14,853	16,638	5,298	1,543	1,681
	Career Support	15,640	10,048	8,127	3,476	3,512	4,310
	IT Tools and NTIC	2,952	3,536	1,367	1,239	1,320	1,097
	First Aid*	1,866	2,403	3,223	380	1,330	1,984
	Smart working	-	-	87	-	-	36
TOTAL 05 - INDIVIDUAL COMPETENCIES		79,648	104,814	118,477	24,979	41,035	45,215

*Change of names

515-1 – NEW LEARNING AREAS AND CATEGORIES

		Number of hours			Number of training sessions		
		2021	2022	2023	2021	2022	2023
06 - MANAGEMENT	Leadership & Vision*	5,548	4,182	6,992	752	431	1,047
	Performance Management	10,654	9,662	3 73	1,295	2,183	169
	Team Management	15,685	17,113	26,747	6,744	6,318	6,410
	Management Values and Principles	8,733	8,126	17,637	17,783	6,609	6,266
TOTAL 06 - MANAGEMENT		40,620	39,082	51,749	26,574	15,541	13,892
08 - DIGITAL	Gamification and Technological Vigil	10	3	6	99	23	29
	Digital Branding and online Communication	5,139	6,826	451	644	34,057	2,254
	User Experience	223	252	35	170	205	39
	Social Media	7	19	5	19	35	9
	Marketing on line	75	176	48	53	123	33
	IT & Process	3,547	3,924	2,162	2,394	1,950	1,834
	Web analytics & Data	3,877	4,336	2,888	1,539	2,303	661
	Sales & e-business	21	306	64	156	700	215
	Artificial intelligence & Intelligent Automation	-	1,768	811	-	551	187
	Agile Project Management	-	59	62	-	22	46
	Cybersecurity	-	19,661	5,425	-	98,678	16,585
	New ways of working & new tools	-	8,419	3,396	-	8,875	3,826
	Digital transformation Managment	-	45	4	-	62	1
Block Chain	-	121	306	-	85	32	
TOTAL 08 - DIGITAL		12,889	45,913	15,660	5,074	147,669	25,751
TOTAL		870,826	1,091,708	1,224,906	1,784,648	1,700,232	1,794,638

*Change of names

515-2 – NUMBER OF HOURS BY TYPE OF TRAINING

2021	2022		2023
412,869	523,501	Classroom training sessions / on-the-job training	670,870
457,958	568,207	Open distance learning	554,036
870,826	1,091,708	TOTAL	1,224,906

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 01/01/2023	8	4	12	33	12	46	58
2022 Requests accepted by management	8	4	12	26	12	38	50
Requests refused by management	0	0	0	0	0	0	0
ITL completed in 2023	3	2	5	18	5	23	28
On-going ITL at 01/01/2024	4	1	5	15	6	21	26

53 | WORK-STUDY CONTRACTS

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

2021			2022			2023					
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL			
935	816	1,751	1,193	1,101	2,294	Apprenticeship			1,261	1,121	2,382
117	109	226	108	93	201	Other work-study contracts			90	87	177
1,052	925	1,977	1,301	1,194	2,495	TOTAL			1,351	1,208	2,559

06

PROFESSIONAL RELATIONS

61 – Employee Representatives

62 – Employee Communications

63 – Disputes



611 – PARTICIPATION IN EMPLOYEE REPRESENTATIVE ELECTIONS

Body of electors	2023	
	Number registered	As % of voters
Technical staff	12,046	58.5
Executive staff	29,791	58.31

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 455.321 hours, including committee meetings or meetings with management.

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

2021	2022		2023
294	239	Number of meetings	248

614 - DATE OF SIGNATURE AND SUBJECT OF AGREEMENTS SIGNED IN THE COMPANY**■ Interest - Participation - Wage Savings**

Agreement defining the matching rules applicable to BNP Paribas SA employees under the BNP Paribas Group's Company Savings Plan (PEE), signed on 13 January 2023

■ Working Time / Organization / Other Themes

- Agreement on the establishments of BNP Paribas SA for the next professional elections of representatives in the social and economic committees (CSE), signed on 4 January 2023
- Agreement on the number and composition of the electoral colleges for the next professional elections of BNP Paribas SA, signed on 9 January 2023
- Agreement on the composition of the delegation of employee representatives to the CSEC of BNP Paribas SA, signed on 9 February 2023
- Agreement on the terms and conditions for the organisation of electronic voting for the next professional elections of the staff representatives of the ETUCE of BNP Paribas SA, signed on 16 February 2023
- Agreement on social dialogue and employee representative bodies of BNP Paribas SA for the 2023-2027 term, signed on 16 February 2023

- Pre-election Memorandum of Understanding for the election of employee representatives to the Social and Economic Committees of BNP Paribas SA, signed on 24 February 2023+ amendment signed on 6 April 2023
- Agreement on the extension of the terms of office of ETUCE staff representatives and members of the BNP CSEC by IBAS SA, signed on 17 March 2023
- Amendment to the agreement of 8 July 2021 on teleworking in the BNP Paribas Group in France, signed on 23 May 2023
- Agreement on the terms and conditions for the organisation of electronic voting for the next elections of employee representatives to the Board of Directors of BNP Paribas SA, signed on 9 November 2023
- Agreement on negotiation arrangements at BNP Paribas Group level in France, signed on 13 December 2023

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

2021	2022	2023
46	43	90

62 | EMPLOYEE COMMUNICATIONS

622 – INDUCTION PROCEDURE

In the BNPP group's HR policies, the employee is welcomed and supported by his manager and his HR. In addition, the work environment, the tools, the organization of the entity, the social framework, are presented.

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.

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.

■ **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

– 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.

2021			2022*			2023		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
1,943	5,535	7,478	1,888	5,058	6,946	1,883	5,126	7,009
7,654	8,514	16,168	8,777	9,430	18,207	9,368	10,158	19,526
9,597	14,049	23,646	10,665	14,488	25,153	11,251	15,284	26,535
						Technical staff		
						Executive staff		
						TOTAL		

* Updated data

63 | DISPUTES

631 – NUMBER OF APPEALS TO EXTRAJUDICIAL ARBITRATION SYSTEMS

2021	2022	2023
3	5	To the Bank's "appeal formation" Joint Commission
4	6	To the Joint Commission for Disciplinary Action

632 – NUMBER OF LEGAL PROCEEDINGS

2021	2022	2023
83	75	75

633 – NUMBER OF FORMAL NOTICES AND REPORTS RECEIVED FROM THE LABOUR INSPECTORATE

2021	2022	2023
0	1	2

07 | OTHER WELFARE FACILITIES PROVIDED BY THE COMPANY

71 - Social and Cultural Activities

72 - Other Welfare Contributions



711 – EXPENSES INCURRED DIRECTLY BY THE HEAD OFFICE (in millions euros)

2021	2022		2023
12.11	21.96	Restaurants	24.85
9.36	10.13	Commuting	12.57
2.02	1.86	Medical expenses (Paris and the Provinces)	1.93
7.91	7.96	Family benefits	8.55
0.70	0.38	Miscellaneous benefits	0.33
32.10	42.29	TOTAL	48.23

712 - PAYMENTS MADE TO THE CENTRAL WORKS COUNCIL (in millions of euros)
Expenses for the reference year

2021	2022		2023
28.39	28.97	Contribution to midday meal expenses	28.80
3.48	3.32	Family welfare	3.85
3.45	3.29	Contribution to childminding fees	3.68
0.03	0.03	Miscellaneous aid	0.17
9.92	18.41	Leisure activities	21.71
8.6	17.75	Summer camp and contribution to employees' holidays	19.70
1.32	0.65	A.S.C	1.44
0	0.01	Miscellaneous	0.03
13.9	14.04	Locally based activities	15.29
1.56	1.95	Miscellaneous	2.32
1.21	1.34	Administrative costs	1.62
0.35	0.61	Investments	0.71
57.25	66.69	TOTAL	71.42

712 – TOTAL WELFARE BUDGET (in millions of euros)

2021	2022		2023
32.10	42.29	Budget allocated by Senior Management	48.23
57.25	66.69	Budget allocated to the Central Works Council*	71.42
89.35	108.98	TOTAL	119.65

* 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 2023, the employer's contribution amounted to € 15.21 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 2023 financial year, the employer's contribution amounted to € 27.85 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 2023, payments made by the company amounted to € 28.35 million.

