

EUROPEAN SOCIAL REPORT 2024



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

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INTRODUCTION

The European Social Report is a tool for understanding the social reality in the various European countries where the Group operates, and contributes to the discussions held within its European Works Council.



SCOPE OF THE EUROPEAN WORKS COUNCIL: the scope covers 22 countries on 2024, December 31st.

STAFF COVERED BY THE REPORT: The social reports covers paid employees with permanent and fixed-term contracts (PTC and FTC) on 31 December of the year in question. It doesn't include interns, work-study students, VIE, vacation replacement, third-party workers, service providers and CIFRE.

- Headcount: each employee counts for 1.
- Full-Time Equivalent (FTE): each employee is included on the basis of his or her contractual work time (e.g.: 0.8 for an employee working 4 days out of 5).

CIFRE (France): Industrial Training Convention by ResearchM.

BUSINESS AREA:


- **Commercial, Personal Banking & Services (CPBS):**
Commercial & Personal Banking in France (CPBF), Italian Commercial & Personal Banking (BNL bc), Commercial & Personal Banking in Belgium (CPBB), Commercial & Personal Banking in Luxembourg (CPBL), Europe-Mediterranean.
Specialised Businesses: BNP Paribas Finance (Personal Finance), Arval, BNP Paribas Leasing Solutions (Leasing Solutions), BNP Paribas Personal Investors (Personal Investors), New Digital Businesses (Nickel, Floa, Lyf).
- **Investment and Protection Services (IPS):** Cardif, Real Estate, Asset Management, Wealth Management, IPS Investments.
- **Corporate & Institutional Banking (CIB)**
- **Group Functions:** Social activities, BNP Paribas Consulting & Transformation, Group Communication, General Direction, Company Engagement, Compliance, Collective Management, Finance & Strategy, Legal, Group Data Office, IMEX, General Inspection, ITG, People and Property Security, Procurement & Performance, Corporate & Social Responsibility, Group Human Resources, Risk, Steering of Transversal Projects.
- **Other activities:** ALM Treasury, Other Group Functions subsidiaries, Bivwak, Cash Management & Trade Services, IPS other activities, PACE.

PROFESSIONAL FIELD: the professional field refers to the Jobs Directory, the Group's worldwide reference system, divided into 4 categories: position, job, family, and professional field. The Jobs Directory provides an overview of the principal activities pursued within the Group independently of, firstly, hierarchical positions and, secondly, legal and organizational structures.

SENIOR MANAGEMENT POSITION:

SMP are key positions, identified and validated by the Executive Committees of the Group, Business areas and Group Functions as providing a crucial contribution to the Group and its Entities by accomplishing the following roles:

- Defining and implementing the strategy of the Group, its business areas (Operating Divisions or Group Functions), and/or;
- Developing and doing business, resulting in achieving expected commercial results, and/or;
- Creating high level core expertise that contributes in accomplishing the strategy of the Group, its business areas, and/or Group Functions.

COMPLETION RATE: Each table can be associated with a completion rate indicating the percentage of coverage of the European Committee. This rate is only displayed if the overall completion rate is strictly less than 95%. The following symbol is used: 

Details of the significance rate by country or business area will only be provided if the overall completion rate is strictly less than 95%.

01 | HEADCOUNTS

- Full-Time Equivalent per business area and per gender
- Headcount per business area and per gender
- Full-Time Equivalent per country and per gender
- Headcount per country and per gender
- Full-Time Equivalent per business area and per country
- Full-Time Equivalent breakdown per gender, business area and country
- Full-Time Equivalent per contract, per business area and per gender
- Full-Time Equivalent per contract, per country and per gender
- Age pyramid - Headcount
- Breakdown of headcount per age and country
- Average age per country and gender
- Group seniority pyramid - Headcount
- Breakdown of headcount per seniority and country
- Average seniority per country and gender
- Full-Time Equivalent per professional field, country and gender



2023					2024					
Men		Women		TOTAL	BUSINESS AREA	Men		Women		TOTAL
FTE	%	FTE	%			FTE	%	FTE	%	
9,308	39.9%	14,047	60.1%	23,355	CPBF	9,093	39.8%	13,731	60.2%	22,824
4,915	50.7%	4,786	49.3%	9,702	BNL bc	4,818	50.7%	4,689	49.3%	9,507
4,903	48.6%	5,181	51.4%	10,084	CPBB	4,753	48.5%	5,049	51.5%	9,802
811	51.9%	752	48.1%	1,563	CPBL	819	51.5%	772	48.5%	1,591
2,259	35.3%	4,147	64.7%	6,406	Europe-Mediterranean	2,193	36.0%	3,893	64.0%	6,087
6,615	45.3%	7,999	54.7%	14,614	Personal Finance	6,144	45.4%	7,376	54.6%	13,520
3,735	49.8%	3,770	50.2%	7,505	Arval	3,773	49.2%	3,897	50.8%	7,670
1,548	47.5%	1,708	52.5%	3,256	Leasing Solutions	1,479	47.6%	1,631	52.4%	3,110
697	60.8%	449	39.2%	1,146	Personal Investors	696	60.8%	448	39.2%	1,144
537	54.8%	444	45.2%	981	New Digital Businesses	514	49.8%	518	50.2%	1,033
2,704	46.5%	3,108	53.5%	5,811	Cardif	2,836	47.0%	3,196	53.0%	6,032
2,264	51.9%	2,100	48.1%	4,364	Real Estate	2,069	51.7%	1,930	48.3%	3,999
983	61.2%	624	38.8%	1,607	Asset Management	1,018	61.7%	633	38.3%	1,651
681	49.3%	701	50.7%	1,382	Wealth Management	695	49.5%	709	50.5%	1,404
6	68.2%	3	31.8%	9	IPS Investments	7	71.4%	3	28.6%	10
11,878	57.5%	8,779	42.5%	20,656	CIB	12,126	57.2%	9,066	42.8%	21,191
8,508	51.0%	8,167	49.0%	16,675	Group Functions	8,922	52.1%	8,210	47.9%	17,132
683	53.2%	601	46.8%	1,284	Other activities	691	51.9%	640	48.1%	1,331
63,033	48.3%	67,365	51.7%	130,398	TOTAL	62,646	48.5%	66,392	51.5%	129,037



2023					2024					
Men		Women		TOTAL	BUSINESS AREA	Men		Women		TOTAL
Headcount	%	Headcount	%			Headcount	%	Headcount	%	
9,360	39.0%	14,610	61.0%	23,970	CPBF	9,137	39.0%	14,274	61.0%	23,411
4,951	50.0%	4,951	50.0%	9,902	BNL bc	4,854	50.0%	4,852	50.0%	9,706
5,020	46.9%	5,683	53.1%	10,703	CPBB	4,882	46.8%	5,539	53.2%	10,421
831	49.3%	855	50.7%	1,686	CPBL	840	49.2%	868	50.8%	1,708
2,265	35.2%	4,162	64.8%	6,427	Europe-Mediterranean	2,199	36.0%	3,906	64.0%	6,105
6,681	44.2%	8,445	55.8%	15,126	Personal Finance	6,206	44.4%	7,783	55.6%	13,989
3,758	48.9%	3,931	51.1%	7,689	Arval	3,800	48.3%	4,064	51.7%	7,864
1,555	46.6%	1,783	53.4%	3,338	Leasing Solutions	1,486	46.6%	1,700	53.4%	3,186
711	57.7%	522	42.3%	1,233	Personal Investors	710	57.7%	520	42.3%	1,230
539	54.7%	446	45.3%	985	New Digital Businesses	516	49.6%	524	50.4%	1,040
2,840	46.2%	3,311	53.8%	6,151	Cardif	2,973	46.6%	3,403	53.4%	6,376
2,284	51.4%	2,163	48.6%	4,447	Real Estate	2,092	50.8%	2,028	49.2%	4,120
988	60.5%	644	39.5%	1,632	Asset Management	1,024	61.1%	653	38.9%	1,677
683	48.8%	716	51.2%	1,399	Wealth Management	696	49.0%	724	51.0%	1,420
6	66.7%	3	33.3%	9	IPS Investments	7	70.0%	3	30.0%	10
11,933	57.1%	8,974	42.9%	20,907	CIB	12,251	56.9%	9,287	43.1%	21,538
8,557	50.5%	8,373	49.5%	16,930	Group Functions	8,971	51.6%	8,417	48.4%	17,388
686	52.9%	611	47.1%	1,297	Other activities	694	51.6%	650	48.4%	1,344
63,648	47.6%	70,183	52.4%	133,831	TOTAL	63,338	47.8%	69,195	52.2%	132,533



2023					2024					
Men		Women		TOTAL	COUNTRIES	Men		Women		TOTAL
FTE	%	FTE	%			FTE	%	FTE	%	
3,392	55.5%	2,715	44.5%	6,107	Germany	3,320	55.8%	2,632	44.2%	5,951
112	54.5%	94	45.5%	206	Austria	110	51.7%	103	48.3%	212
6,363	50.0%	6,369	50.0%	12,732	Belgium	6,227	50.0%	6,227	50.0%	12,454
43	47.7%	48	52.3%	91	Bulgaria	40	41.2%	58	58.8%	98
198	57.1%	149	42.9%	347	Denmark	175	56.9%	133	43.1%	308
2,302	50.2%	2,285	49.8%	4,587	Spain	2,553	50.9%	2,467	49.1%	5,019
24	54.8%	20	45.2%	44	Finland	27	58.8%	19	41.2%	46
25,670	45.9%	30,220	54.1%	55,890	France	25,474	46.3%	29,571	53.7%	55,046
47	54.8%	39	45.2%	86	Greece	44	51.2%	42	48.8%	86
197	39.7%	298	60.3%	495	Hungary	85	43.9%	108	56.1%	193
287	54.7%	237	45.3%	524	Ireland	290	54.6%	241	45.4%	531
8,008	50.3%	7,923	49.7%	15,931	Italy	7,854	50.2%	7,800	49.8%	15,654
1,881	53.0%	1,671	47.0%	3,552	Luxembourg	1,891	52.8%	1,689	47.2%	3,579
101	55.5%	81	44.5%	181	Norway	104	57.9%	76	42.1%	180
860	68.2%	401	31.8%	1,261	Netherlands	806	68.3%	375	31.7%	1,181
3,679	37.7%	6,068	62.3%	9,746	Poland	3,793	38.8%	5,994	61.2%	9,787
4,221	48.1%	4,557	51.9%	8,778	Portugal	4,513	48.7%	4,747	51.3%	9,259
294	56.3%	228	43.7%	521	Czech Republic	217	51.6%	203	48.4%	420
245	40.2%	363	59.8%	608	Romania	305	44.2%	385	55.8%	689
4,694	59.9%	3,141	40.1%	7,835	United Kingdom	4,422	58.8%	3,099	41.2%	7,521
207	42.8%	277	57.2%	483	Slovakia	210	44.9%	257	55.1%	467
210	53.5%	183	46.5%	393	Sweden	189	53.0%	167	47.0%	355
63,033	48.3%	67,365	51.7%	130,398	TOTAL	62,646	48.5%	66,392	51.5%	129,037



2023					2024					
Men		Women		TOTAL	COUNTRIES	Men		Women		TOTAL
Headcount	%	Headcount	%			Headcount	%	Headcount	%	
3,437	53.5%	2,984	46.5%	6,421	Germany	3,365	53.6%	2,914	46.4%	6,279
113	53.3%	99	46.7%	212	Austria	110	50.7%	107	49.3%	217
6,513	48.4%	6,938	51.6%	13,451	Belgium	6,390	48.5%	6,783	51.5%	13,173
47	49.5%	48	50.5%	95	Bulgaria	43	42.6%	58	57.4%	101
201	56.1%	157	43.9%	358	Denmark	177	56.0%	139	44.0%	316
2,314	49.3%	2,381	50.7%	4,695	Spain	2,634	50.4%	2,591	49.6%	5,225
24	54.5%	20	45.5%	44	Finland	27	58.7%	19	41.3%	46
25,796	45.2%	31,222	54.8%	57,018	France	25,587	45.6%	30,539	54.4%	56,126
47	54.7%	39	45.3%	86	Greece	44	51.2%	42	48.8%	86
200	38.9%	314	61.1%	514	Hungary	86	43.7%	111	56.3%	197
287	54.3%	242	45.7%	529	Ireland	290	54.2%	245	45.8%	535
8,080	49.4%	8,291	50.6%	16,371	Italy	7,925	49.3%	8,165	50.7%	16,090
1,927	51.0%	1,855	49.0%	3,782	Luxembourg	1,935	51.0%	1,861	49.0%	3,796
101	55.5%	81	44.5%	182	Norway	104	57.8%	76	42.2%	180
886	66.4%	449	33.6%	1,335	Netherlands	840	66.2%	429	33.8%	1,269
3,770	38.0%	6,157	62.0%	9,927	Poland	3,887	38.9%	6,096	61.1%	9,983
4,222	48.1%	4,561	51.9%	8,783	Portugal	4,514	48.7%	4,752	51.3%	9,266
302	55.3%	244	44.7%	546	Czech Republic	227	50.7%	221	49.3%	448
247	40.4%	365	59.6%	612	Romania	307	44.2%	388	55.8%	695
4,712	59.1%	3,266	40.9%	7,978	United Kingdom	4,443	57.9%	3,228	42.1%	7,671
209	42.6%	282	57.4%	491	Slovakia	213	44.9%	261	55.1%	474
213	53.1%	188	46.9%	401	Sweden	190	52.8%	170	47.2%	360
63,648	47.6%	70,183	52.4%	133,831	TOTAL	63,338	47.8%	69,195	52.2%	132,533



2024																			
COUNTRIES	CPBF	BNL bc	CPBB	CPBL	Europe-Med.	Personal Finance	Arval	Leasing Solutions	Personal Investors	New Digital Businesses	Cardif	Real Estate	Asset Mgmt.	Wealth Mgmt.	IPS Invest.	CIB	Group Functions	Other activities	TOTAL
Germany			58			1,762	441	274	1,129	25	144	643	21	74		961	409	9	5,951
Austria						73	72	19			10		5			26	7		212
Belgium			9,683		1	469	412	121		23	86	93	290			303	836	138	12,454
Bulgaria											43					47	6	2	98
Denmark			20			153	45	3			2		33			37	15		308
Spain	16					1,427	903	103		166	126	101	7	14		1,124	1,033		5,019
Finland							39									7			46
France	22,741		1		201	3,876	2,089	1,277		793	3,619	1,629	838	722	10	5,566	10,592	1,091	55,046
Greece							54									29	3		86
Hungary							39				42					94	15	4	193
Ireland							38					30				425	37	1	531
Italy		9,507				2,335	1,132	461			540	145	50			652	826	6	15,654
Luxembourg				1,580			57	14			314	47	67	251		995	250	5	3,579
Norway						2	31	40			2		54			37	12	2	180
Netherlands			10			67	451	85			65	44	112	7		279	61		1,181
Poland					5,885	1,169	344	249	15		129	77	16			1,403	498	2	9,787
Portugal	67			11		551	90	30		26	523	3	1	336		6,005	1,564	52	9,259
Czech Rep.						18	137				229					23	12	1	420
Romania						356	108	60			21					19	124	1	689
U.K.			30			1,183	718	365				1,187	147			3,068	806	17	7,521
Slovakia						16	409				38						4		467
Sweden						64	60	7			100		11			91	23		355
TOTAL	22,824	9,507	9,802	1,591	6,087	13,520	7,670	3,110	1,144	1,033	6,032	3,999	1,651	1,404	10	21,191	17,132	1,331	129,037

CPBF (France excluded): Factor (included International Trade Partner).
CPBB (Belgium excluded): BNP Paribas Factor, BNP Paribas Commercial Finance, BNP Factoring Support.



2024																		
COUNTRIES	CPBF	BNL bc	CPBB	CPBL	Europe-Méd.	Personal Finance	Arval	Leasing Solutions	Personal Investors	New Digital Businesses	Cardif	Real Estate	Asset Mgmt.	Wealth Mgmt.	IPS Invest.	CIB	Group Functions	Other activities
	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F	H/F
Germany			51%			51%	56%	54%	61%	52%	50%	58%	71%	55%		59%	61%	ns
Austria						52%	54%	52%			62%		ns			58%	ns	
Belgium			52%		ns	52%	54%	53%		52%	53%	61%	70%			65%	52%	66%
Bulgaria											64%					53%	ns	ns
Denmark			63%			54%	58%	ns			ns		79%			78%	80%	
Spain	77%					54%	58%	57%		53%	62%	51%	ns	50%		60%	57%	
Finland							64%									ns		
France	60%		ns		59%	60%	52%	51%		50%	53%	51%	59%	54%	71%	60%	52%	50%
Greece							52%									59%	ns	
Hungary							57%				57%					62%	59%	ns
Ireland							66%					67%				54%	54%	ns
Italy		51%				50%	55%	51%			52%	55%	52%			52%	52%	ns
Luxembourg				52%			52%	52%			55%	52%	51%	57%		56%	58%	ns
Norway						ns	72%	50%			ns		72%			59%	67%	ns
Netherlands			74%			62%	71%	54%			60%	73%	71%	ns		70%	70%	
Poland					65%	65%	51%	60%	60%		53%	78%	56%			51%	54%	ns
Portugal	54%			64%		59%	53%	60%		50%	65%	ns	ns	50%		51%	51%	60%
Czech Rep.						67%	52%				54%					57%	68%	ns
Romania						56%	56%	72%			57%					84%	56%	ns
U.K.			53%			55%	53%	57%				52%	60%			67%	61%	76%
Slovakia						50%	54%				69%						ns	
Sweden						54%	56%	ns			60%		64%			63%	52%	
TOTAL	60%	51%	52%	51%	64%	55%	51%	52%	61%	50%	53%	52%	62%	51%	71%	57%	52%	52%

% Majority of Men % Majority of Women ns: Non significant



2023

2024

FTC		TOTAL	PTC		TOTAL	BUSINESS AREA	FTC		TOTAL	PTC		TOTAL
Men	Women		Men	Women			Men	Women		Men	Women	
70	119	189	9,238	13,929	23,167	CPBF	55	93	148	9,038	13,638	22,676
73	92	165	4,842	4,694	9,537	BNL bc	97	97	194	4,721	4,592	9,313
10	26	36	4,893	5,155	10,048	CPBB	3	5	8	4,750	5,044	9,794
13	11	24	798	741	1,539	CPBL	23	35	58	796	737	1,533
294	576	870	1,965	3,571	5,536	Europe-Mediterranean	241	480	721	1,953	3,413	5,366
262	350	612	6,353	7,649	14,002	Personal Finance	232	317	548	5,913	7,059	12,972
144	109	253	3,591	3,661	7,252	Arval	87	74	161	3,686	3,823	7,509
29	29	57	1,519	1,680	3,198	Leasing Solutions	12	24	36	1,467	1,607	3,074
			697	449	1,146	Personal Investors	5	4	9	691	444	1,135
7	17	24	530	427	957	New Digital Businesses	11	12	23	503	507	1,010
32	41	72	2,672	3,067	5,739	Cardif	25	44	69	2,811	3,152	5,964
23	43	66	2,241	2,057	4,299	Real Estate	29	47	77	2,040	1,883	3,923
8	5	13	975	619	1,594	Asset Mgmt.	20	14	34	998	619	1,617
4	3	7	677	698	1,375	Wealth Mgmt.	7	5	12	688	704	1,392
			6	3	9	IPS Investments				7	3	10
288	287	575	11,590	8,492	20,082	CIB	295	259	554	11,830	8,807	20,637
50	86	137	8,457	8,081	16,538	Group Functions	63	73	136	8,859	8,137	16,996
	2	2	683	599	1,282	Other activities	1	1	2	690	639	1,329
1,307	1,795	3,101	61,727	65,570	127,297	TOTAL	1,206	1,582	2,788	61,440	64,809	126,249

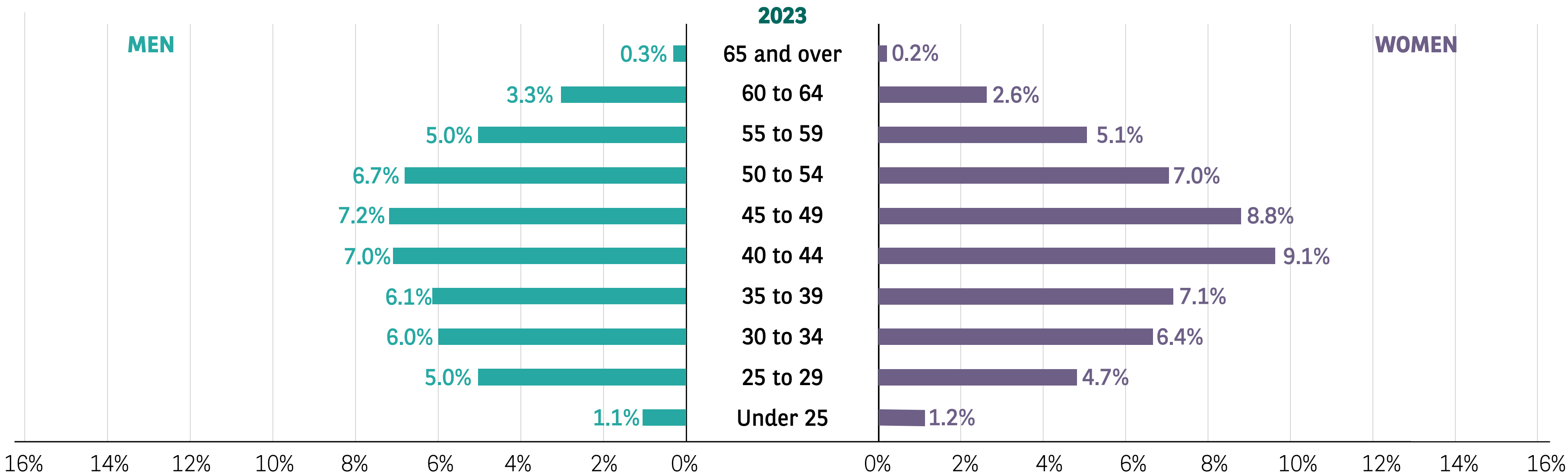


2023						2024						
FTC		TOTAL	PTC		TOTAL	COUNTRIES	FTC		TOTAL	PTC		TOTAL
Men	Women		Men	Women			Men	Women		Men	Women	
33	42	74	3,359	2,673	6,033	Germany	23	36	59	3,297	2,595	5,892
2	3	5	110	91	201	Austria		1	1	110	102	211
16	30	46	6,347	6,338	12,686	Belgium	10	5	15	6,217	6,222	12,439
3	2	5	40	46	86	Bulgaria	1	3	4	39	55	94
1	2	3	197	148	345	Denmark	3	3	6	172	130	302
20	23	43	2,282	2,262	4,544	Spain	7	11	18	2,546	2,456	5,002
			24	20	44	Finland				27	19	46
156	318	474	25,515	29,901	55,416	France	182	301	483	25,292	29,271	54,563
4	2	6	43	37	80	Greece				44	42	86
3	4	7	194	294	488	Hungary	2	5	7	83	103	186
5	6	11	282	231	513	Ireland	4	7	11	286	234	520
240	238	478	7,768	7,685	15,453	Italy	216	216	433	7,638	7,583	15,221
32	37	69	1,849	1,634	3,483	Luxembourg	41	54	94	1,850	1,635	3,485
	2	2	101	79	179	Norway				104	76	180
112	54	166	748	347	1,095	Netherlands	64	33	97	742	341	1,083
599	921	1,520	3,080	5,147	8,227	Poland	547	800	1,348	3,245	5,194	8,439
24	33	57	4,197	4,524	8,721	Portugal	38	32	70	4,475	4,715	9,189
6	10	16	288	218	506	Czech Republic	3	7	10	214	196	410
4	5	9	241	358	599	Romania	2	4	6	303	381	683
43	48	91	4,651	3,093	7,744	United Kingdom	51	53	104	4,371	3,046	7,417
	10	10	207	267	474	Slovakia	3	1	4	207	256	464
6	4	10	205	179	384	Sweden	9	9	19	179	158	337
1,307	1,795	3,101	61,727	65,570	127,297	TOTAL	1,206	1,582	2,788	61,440	64,809	126,249



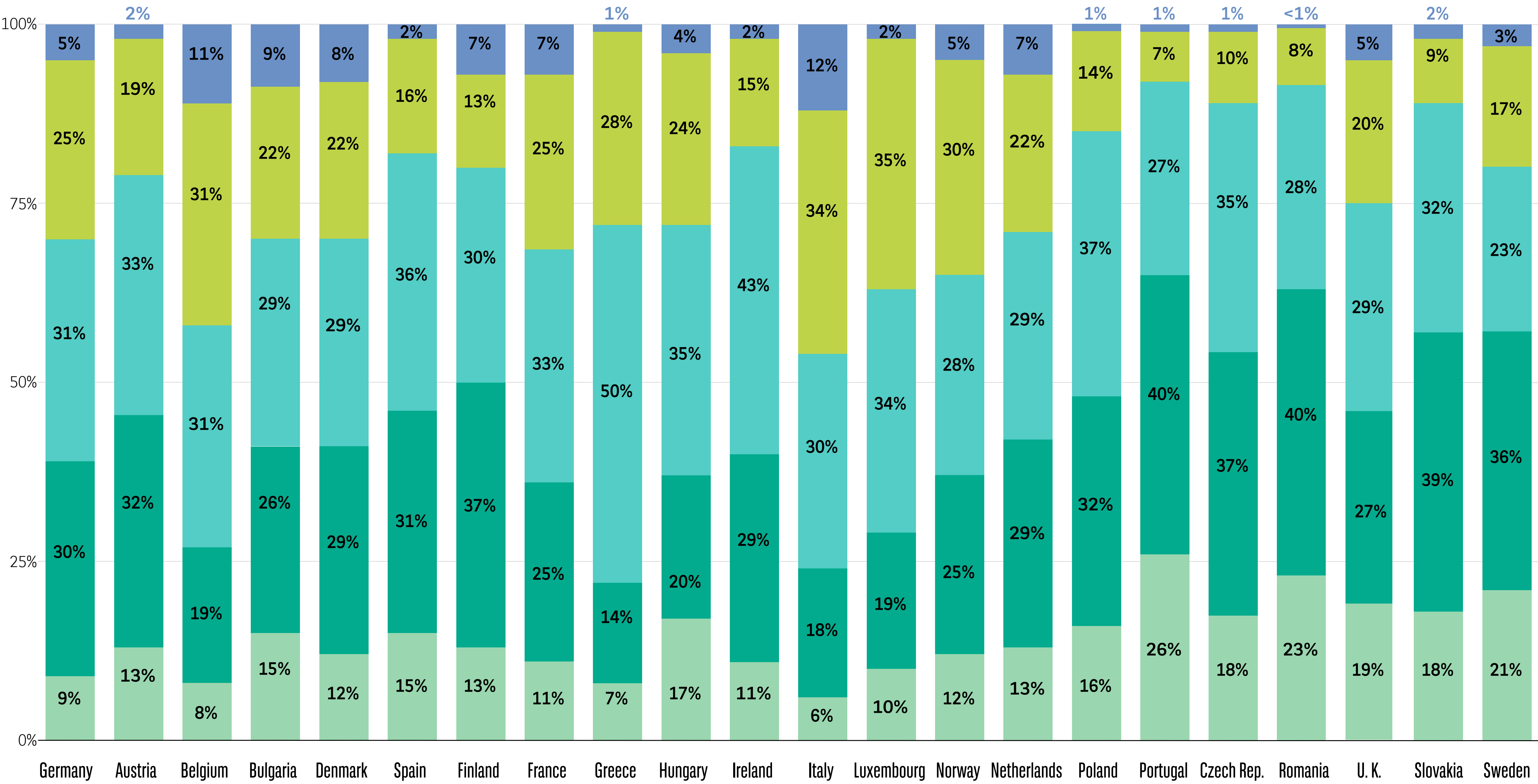
2023				2024		
GLOBAL	Breakdown		AGE RANGE	GLOBAL	Breakdown	
	Men	Women			Men	Women
0.5%	64.7%	35.3%	65 years old and over	0.5%	67.8%	32.2%
5.4%	55.3%	44.7%	From 60 to 64 years old	5.9%	55.5%	44.5%
10.1%	49.6%	50.4%	From 55 to 59 years old	10.1%	49.7%	50.3%
12.8%	48.9%	51.1%	From 50 to 54 years old	13.7%	48.8%	51.2%
16.0%	45.7%	54.3%	From 45 to 49 years old	16.1%	45.0%	55.0%
16.6%	43.1%	56.9%	From 40 to 44 years old	16.1%	43.3%	56.7%
13.8%	45.3%	54.7%	From 35 to 39 years old	13.2%	46.4%	53.6%
12.6%	47.6%	52.4%	From 30 to 34 years old	12.4%	48.5%	51.5%
9.8%	50.3%	49.7%	From 25 to 29 years old	9.7%	51.2%	48.8%
2.4%	48.9%	51.1%	Under 25 years old	2.3%	49.0%	51.0%
100.0%	47.4%	52.6%	TOTAL	100.0%	47.8%	52.2%

Percentages per gender are calculated on the basis of the total headcount of each line.
Percentages of the Global column are calculated on the basis of the total headcount.



2024

Under 30 years old From 30 to 39 years old From 40 to 49 years old From 50 to 59 years old 60 years old and over

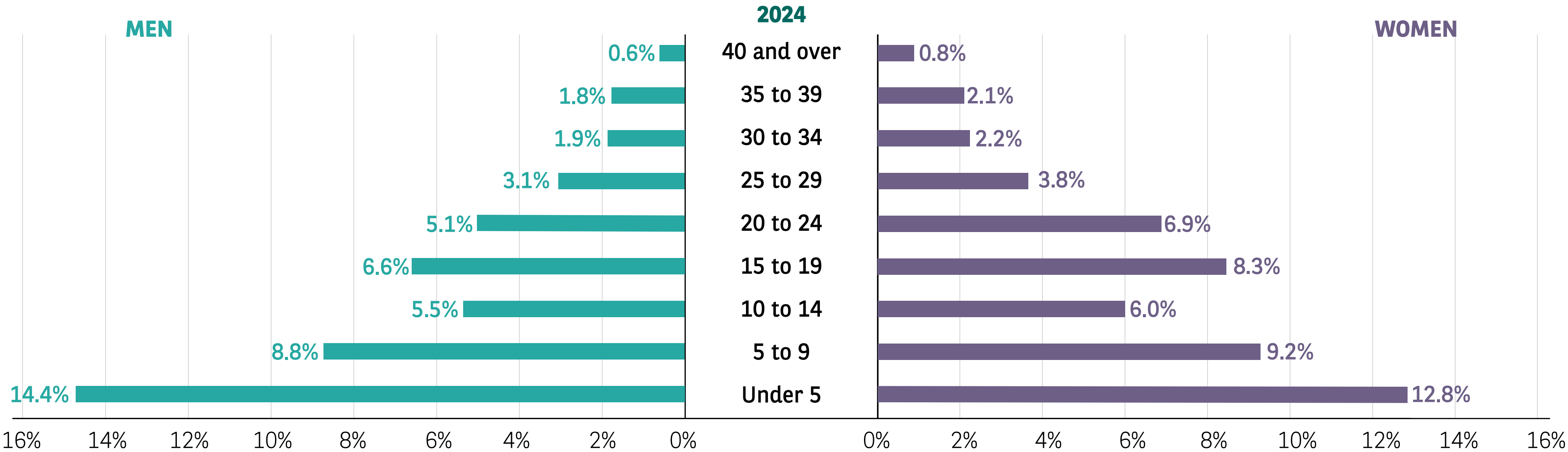


2023			COUNTRIES	2024		
GLOBAL	Breakdown			GLOBAL	Breakdown	
	Men	Women			Men	Women
43.1	43.5	42.6	Germany	43.7	44.2	43.2
40.2	41.6	38.6	Austria	41.3	42.6	40.0
46.4	46.3	46.4	Belgium	46.7	46.5	46.9
42.3	40.8	43.9	Bulgaria	43.6	42.0	44.7
43.1	43.2	42.8	Denmark	43.5	43.6	43.4
40.8	40.4	41.3	Spain	41.0	40.5	41.5
40.1	38.3	42.2	Finland	40.5	38.3	43.5
44.0	44.1	43.8	France	44.2	44.4	44.1
44.2	44.7	43.6	Greece	45.3	46.3	44.3
43.8	42.9	44.3	Hungary	42.6	43.0	42.4
41.0	41.7	40.3	Ireland	41.9	42.7	41.0
47.3	48.4	46.1	Italy	47.6	48.7	46.6
45.1	45.1	45.1	Luxembourg	45.2	45.2	45.2
43.6	43.0	44.4	Norway	44.1	43.4	44.9
42.4	43.0	41.2	Netherlands	43.0	43.4	42.0
39.8	39.2	40.1	Poland	40.3	39.5	40.7
36.1	35.8	36.4	Portugal	36.5	36.3	36.8
38.3	38.0	38.6	Czech Republic	39.0	38.6	39.4
36.8	36.8	36.8	Romania	37.3	37.2	37.4
41.3	41.9	40.5	United Kingdom	41.6	42.2	40.7
38.7	38.3	38.9	Slovakia	39.1	39.0	39.1
39.1	38.5	39.8	Sweden	39.4	38.3	40.7
43.4	43.6	43.2	AVERAGE AGE	43.7	43.8	43.5



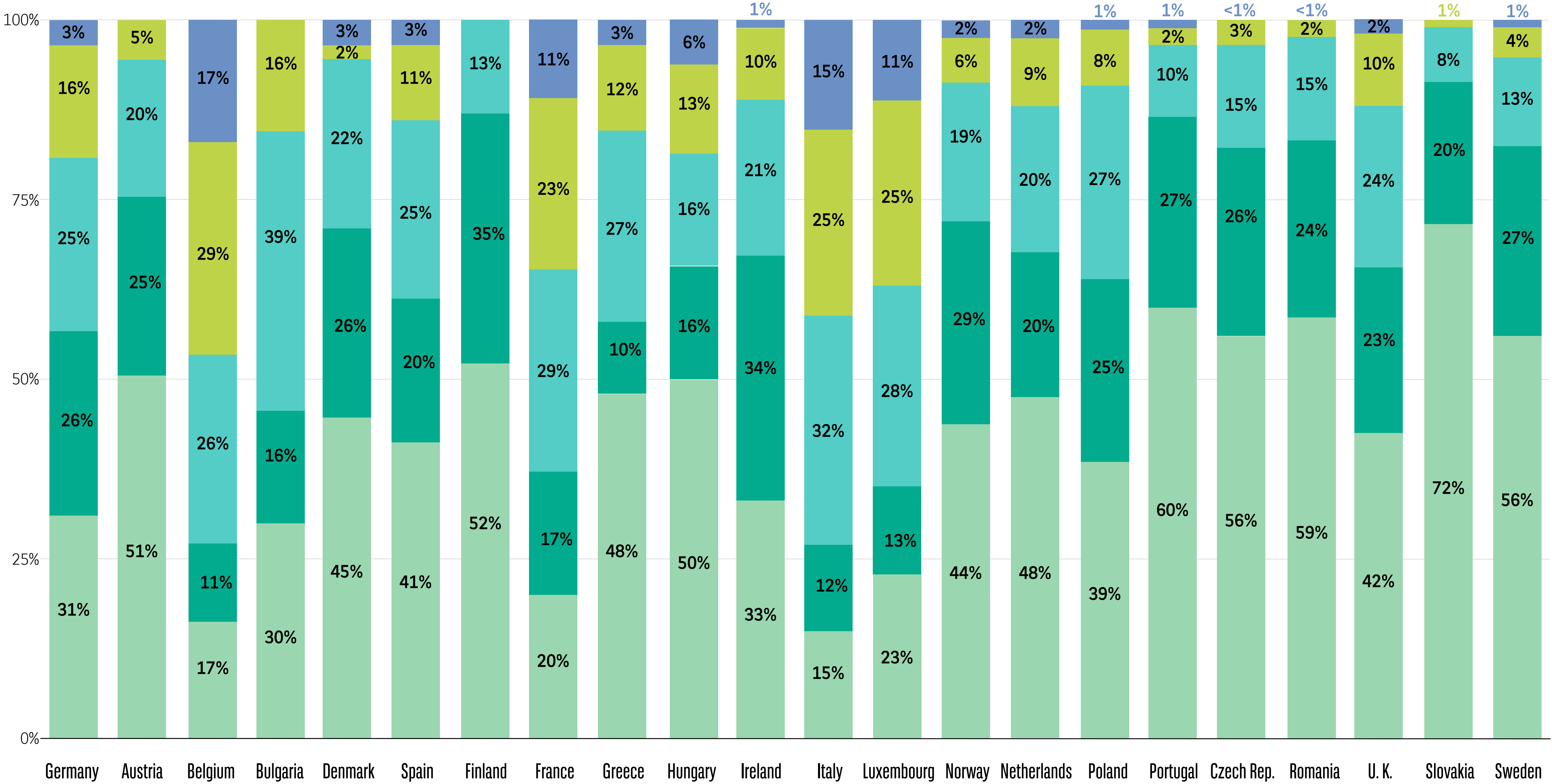
2023				2024		
GLOBAL	Breakdown		SENIORITY RANGE	GLOBAL	Breakdown	
	Men	Women			Men	Women
1.5%	39.1%	60.9%	40 ans et plus	1.3%	41.6%	58.4%
3.9%	47.3%	52.7%	de 35 à 39 ans	3.9%	45.4%	54.6%
4.5%	45.4%	54.6%	de 30 à 34 ans	4.1%	46.2%	53.8%
5.7%	46.1%	53.9%	de 25 à 29 ans	7.0%	45.1%	54.9%
12.2%	42.6%	57.4%	de 20 à 24 ans	12.0%	42.4%	57.6%
15.7%	43.8%	56.2%	de 15 à 19 ans	15.0%	44.3%	55.7%
11.7%	47.3%	52.7%	de 10 à 14 ans	11.5%	47.9%	52.1%
17.2%	48.7%	51.3%	de 5 à 9 ans	18.0%	48.9%	51.1%
27.7%	51.8%	48.2%	Moins de 5 ans	27.2%	52.8%	47.2%
100.0%	47.4%	52.6%	TOTAL	100.0%	47.8%	52.2%

Percentages per gender are calculated on the basis of the total headcount of each seniority range.
Percentages of the global column are calculated on the basis of the global headcount.
When companies are acquired by BNP Paribas, the seniority considered is that of the employee’s arrival in the initial company.



BREAKDOWN OF HEADCOUNT PER SENIORITY AND COUNTRY

2024 Under 5 years From 5 to 9 years From 10 to 19 years From 20 to 29 years 30 years and over



2023			COUNTRIES	2024		
GLOBAL	Breakdown			GLOBAL	Breakdown	
	Men	Women			Men	Women
10.4	10.2	10.6	Germany	11.1	10.9	11.3
6.3	6.0	6.6	Austria	7.0	6.9	7.0
18.6	17.9	19.3	Belgium	18.8	17.9	19.6
10.5	10.1	10.9	Bulgaria	11.3	11.6	11.1
7.2	6.1	8.6	Denmark	8.0	6.7	9.6
10.0	9.0	11.0	Spain	9.9	8.8	11.0
5.1	5.0	5.2	Finland	5.5	5.6	5.5
15.7	14.7	16.5	France	15.8	14.7	16.6
10.3	10.4	10.1	Greece	10.2	11.2	9.2
9.7	9.7	9.8	Hungary	9.5	9.6	9.4
8.8	8.5	9.1	Ireland	9.3	9.0	9.7
17.8	18.0	17.6	Italy	18.0	18.0	17.9
16.1	15.1	17.1	Luxembourg	16.1	15.1	17.1
7.6	7.0	8.2	Norway	8.1	7.4	9.0
8.9	8.9	9.0	Netherlands	8.6	8.6	8.7
8.6	7.9	9.0	Poland	9.0	8.2	9.5
5.1	4.9	5.2	Portugal	5.4	5.2	5.7
5.4	5.2	5.5	Czech Republic	5.9	5.7	6.1
5.6	5.4	5.8	Romania	5.4	4.8	5.8
8.9	9.1	8.5	United Kingdom	9.2	9.5	8.8
4.6	4.4	4.7	Slovakia	4.3	4.7	4.0
5.5	5.4	5.6	Sweden	6.1	5.9	6.3
13.9	13.2	14.4	AVERAGE SENIORITY	14.0	13.3	14.6

When companies are acquired by BNP Paribas, the seniority considered is that of the employee’s arrival in the initial company.



2023									COUNTRIES	2024								
Sales			Operation Processing			Functions & Steering				Sales			Operation Processing			Functions & Steering		
GLOBAL	M.	F.	GLOBAL	M.	F.	GLOBAL	M.	F.		GLOBAL	M.	F.	GLOBAL	M.	F.	GLOBAL	M.	F.
42%	59%	41%	17%	45%	55%	41%	57%	43%	Germany	40%	59%	41%	18%	44%	56%	42%	58%	42%
57%	61%	39%	15%	67%	33%	28%	40%	60%	Austria	52%	66%	34%	21%	47%	53%	28%	35%	65%
57%	46%	54%	6%	46%	54%	37%	56%	44%	Belgium	57%	47%	53%	6%	45%	55%	36%	56%	44%
13%	58%	42%	35%	36%	64%	52%	52%	48%	Bulgaria	17%	47%	53%	34%	30%	70%	49%	47%	53%
47%	51%	49%	8%	46%	54%	45%	67%	33%	Denmark	43%	50%	50%	8%	51%	49%	48%	65%	35%
39%	45%	55%	13%	40%	60%	49%	57%	43%	Spain	38%	46%	54%	13%	40%	60%	49%	57%	43%
57%	60%	40%	23%	70%	30%	21%	22%	78%	Finland	48%	60%	40%	30%	71%	29%	22%	40%	60%
49%	43%	57%	9%	33%	67%	42%	52%	48%	France	48%	43%	57%	9%	33%	67%	43%	53%	47%
35%	40%	60%	31%	65%	35%	34%	59%	41%	Greece	33%	46%	54%	40%	56%	44%	28%	50%	50%
47%	34%	66%	11%	36%	64%	42%	47%	53%	Hungary	30%	50%	50%	26%	30%	70%	44%	47%	53%
12%	69%	31%	35%	42%	58%	52%	59%	41%	Ireland	15%	70%	30%	33%	41%	59%	52%	59%	41%
57%	49%	51%	10%	44%	56%	33%	55%	45%	Italy	56%	49%	51%	13%	48%	52%	31%	54%	46%
31%	52%	48%	25%	46%	54%	45%	58%	42%	Luxembourg	31%	52%	48%	25%	47%	53%	44%	57%	43%
52%	61%	39%	8%	67%	33%	39%	46%	54%	Norway	51%	62%	38%	9%	75%	25%	40%	49%	51%
46%	71%	29%	16%	60%	40%	38%	66%	34%	Netherlands	49%	74%	26%	18%	58%	42%	33%	64%	36%
49%	31%	69%	18%	36%	64%	33%	48%	52%	Poland	45%	32%	68%	20%	37%	63%	35%	49%	51%
11%	51%	49%	36%	45%	55%	53%	49%	51%	Portugal	10%	50%	50%	33%	46%	54%	57%	50%	50%
29%	54%	46%	22%	40%	60%	49%	57%	43%	Czech Republic	32%	50%	50%	20%	40%	60%	48%	58%	42%
25%	28%	72%	14%	25%	75%	61%	48%	52%	Romania	20%	30%	70%	18%	31%	69%	62%	53%	47%
46%	62%	38%	12%	47%	53%	42%	59%	41%	United Kingdom	45%	62%	38%	14%	47%	53%	42%	60%	40%
21%	41%	59%	43%	46%	54%	36%	43%	57%	Slovakia	11%	52%	48%	55%	43%	57%	35%	45%	55%
51%	62%	38%	12%	40%	60%	37%	48%	52%	Sweden	46%	65%	35%	14%	34%	66%	39%	45%	55%
46%	46%	54%	13%	40%	60%	41%	53%	47%	TOTAL	45%	46%	54%	14%	41%	59%	41%	54%	46%



02 | WORKING TIME

- Part-time employees per country and gender - Headcount
- Part-time employees by length of working time per country and gender
- Part-time employees per country and age group - Headcount



2023						2024						
Men		Women		TOTAL		COUNTRIES	Men		Women		TOTAL	
Headcount	%	Headcount	%	Headcount	%		Headcount	%	Headcount	%	Headcount	%
182	5.7%	900	32.6%	1,082	18.2%	Germany	184	5.9%	948	35.2%	1,132	19.5%
1	1.2%	13	18.3%	14	9.0%	Austria			13	18.1%	13	8.6%
567	9.0%	2,303	34.2%	2,870	22.0%	Belgium	603	9.5%	2,243	33.4%	2,846	21.8%
2	4.3%	1	2.1%	3	3.2%	Bulgaria	1	2.3%	1	1.7%	2	2.0%
5	2.5%	25	15.9%	30	8.4%	Denmark	4	2.3%	22	15.8%	26	8.2%
56	2.4%	440	18.5%	496	10.6%	Spain	57	2.2%	417	16.4%	474	9.3%
		1	5.0%	1	2.3%	Finland	1	3.7%	1	5.3%	2	4.3%
392	1.5%	4,401	14.2%	4,793	8.5%	France	371	1.5%	4,194	13.9%	4,565	8.2%
		1	2.6%	1	1.2%	Greece					0	0%
5	2.5%	55	17.5%	60	11.7%	Hungary	1	1.2%	9	8.1%	10	5.1%
2	0.7%	17	7.0%	19	3.6%	Ireland	1	0.3%	14	5.7%	15	2.8%
115	1.4%	1,467	17.7%	1,582	9.7%	Italy	101	1.3%	1,441	17.7%	1,542	9.6%
156	8.1%	701	37.8%	857	22.7%	Luxembourg	163	8.4%	664	35.7%	827	21.8%
1	1.0%	2	2.5%	3	1.6%	Norway			2	2.6%	2	1.1%
100	13.1%	196	48.3%	296	25.4%	Netherlands	149	17.7%	215	50.1%	364	28.7%
28	0.7%	77	1.3%	105	1.1%	Poland	26	0.7%	86	1.4%	112	1.1%
4	0.1%	15	0.3%	19	0.2%	Portugal	5	0.1%	20	0.4%	25	0.3%
7	3.3%	32	16.2%	39	9.5%	Czech Republic	8	3.5%	39	17.6%	47	10.5%
1	0.4%	5	1.4%	6	1.0%	Romania	1	0.3%	5	1.3%	6	0.9%
63	1.5%	467	15.3%	530	7.2%	United Kingdom	67	1.6%	458	15.2%	525	7.3%
1	0.5%	15	5.3%	16	3.3%	Slovakia	3	1.4%	8	3.1%	11	2.3%
5	2.3%	15	8.0%	20	5.0%	Sweden	4	2.1%	11	6.5%	15	4.2%
1,693	2.7%	11,149	16.1%	12,842	9.8%	TOTAL	1,750	2.8%	10,811	15.8%	12,561	9.6%

Percentages per gender are calculated on the basis of the total headcount by gender of each country (full-time and part-time).
Percentages of the total column are based on the total headcount of each country (full-time and part-time).

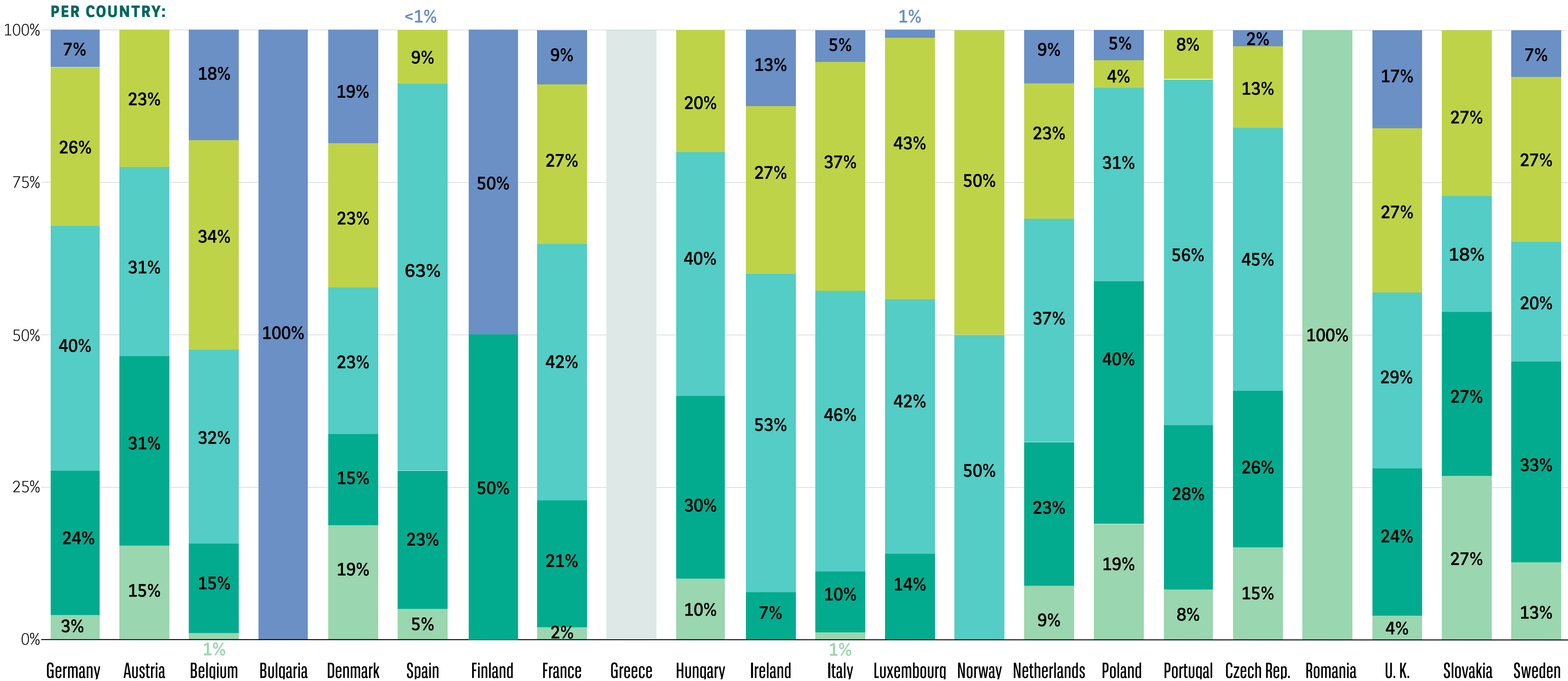
2023							2024							
<80%			≥ 80%			HEADCOUNT TOTAL	COUNTRIES	<80%			≥ 80%			HEADCOUNT TOTAL
GLOBAL	Men	Women	GLOBAL	Men	Women			GLOBAL	Men	Women	GLOBAL	Men	Women	
64.9%	7.1%	57.8%	35.1%	9.7%	25.4%	1,082	Germany	63.7%	6.2%	57.5%	36.3%	10.1%	26.2%	1,132
85.7%		85.7%	14.3%	7.1%	7.1%	14	Austria	92.3%		92.3%	7.7%		7.7%	13
20.8%	3.7%	17.1%	79.2%	16.0%	63.1%	2,870	Belgium	21.5%	4.7%	16.8%	78.5%	16.5%	62.0%	2,846
100.0%	66.7%	33.3%				3	Bulgaria	100.0%	50.0%	50.0%				2
53.3%	13.3%	40.0%	46.7%	3.3%	43.3%	30	Denmark	42.3%	11.5%	30.8%	57.7%	3.8%	53.8%	26
55.0%	5.0%	50.0%	45.0%	6.3%	38.7%	496	Spain	53.0%	4.9%	48.1%	47.0%	7.2%	39.9%	474
			100.0%		100.0%	1	Finland				100.0%	50.0%	50.0%	2
19.7%	3.4%	16.2%	80.3%	4.7%	75.6%	4,793	France	21.0%	3.3%	17.6%	79.0%	4.8%	74.2%	4,565
			100.0%		100.0%	1	Greece							0
88.3%	8.3%	80.0%	11.7%		11.7%	60	Hungary	100.0%	10.0%	90.0%				10
31.6%		31.6%	68.4%	10.5%	57.9%	19	Ireland	40.0%		40.0%	60.0%	6.7%	53.3%	15
39.8%	3.0%	36.8%	60.2%	4.2%	55.9%	1,582	Italy	39.9%	2.8%	37.1%	60.1%	3.8%	56.4%	1,542
30.5%	3.9%	26.6%	69.5%	14.4%	55.2%	857	Luxembourg	29.0%	3.9%	25.2%	71.0%	15.8%	55.1%	827
66.7%	33.3%	33.3%	33.3%		33.3%	3	Norway	50.0%		50.0%	50.0%		50.0%	2
24.0%	1.7%	22.3%	76.0%	32.1%	43.9%	296	Netherlands	20.9%	0.8%	20.1%	79.1%	40.1%	39.0%	364
62.9%	21.0%	41.9%	37.1%	5.7%	31.4%	105	Poland	62.5%	19.6%	42.9%	37.5%	3.6%	33.9%	112
42.1%	10.5%	31.6%	57.9%	10.5%	47.4%	19	Portugal	44.0%	12.0%	32.0%	56.0%	8.0%	48.0%	25
71.8%	7.7%	64.1%	28.2%	10.3%	17.9%	39	Czech Republic	63.8%	6.4%	57.4%	36.2%	10.6%	25.5%	47
100.0%	16.7%	83.3%				6	Romania	100.0%	16.7%	83.3%				6
45.8%	5.5%	40.4%	54.2%	6.4%	47.7%	530	United Kingdom	49.0%	6.3%	42.7%	51.0%	6.5%	44.6%	525
75.0%	6.3%	68.8%	25.0%		25.0%	16	Slovakia	90.9%	27.3%	63.6%	9.1%		9.1%	11
65.0%	25.0%	40.0%	35.0%		35.0%	20	Sweden	40.0%	13.3%	26.7%	60.0%	13.3%	46.7%	15
30.7%	4.2%	26.6%	69.3%	9.0%	60.3%	12,842	TOTAL	31.1%	4.2%	26.9%	68.9%	9.7%	59.2%	12,561

Percentages are based on the total part-time headcount of each country.



2024

Under 30 years old From 30 to 39 years old From 40 to 49 years old From 50 to 59 years old 60 years old and over



PER AGE:



03 | MOVEMENTS

- Recruitments of Permanent-Term Contracts per gender
- Variation of Fixed-Term Contracts - Headcount
- Recruitments of Permanent-Term Contracts per country and gender
- DPermanent-Term Contracts leavers per reason and gender
- Scope variations - Full-Time Equivalent
- Departure rate per reason and country - Headcount



2023			RECRUITMENTS	2024		
Headcount				Headcount		
Men ¹	Women ¹	TOTAL		Men	Women	TOTAL
5,010	4,364	9,375	PTC	3,939	3,263	7,202
1,189	1,322	2,511	Contract transformation from FTC to PTC	1,049	1,189	2,238
6,199	5,686	11,886	TOTAL	4,988	4,452	9,440

¹ This breakdown takes into account employees whose gender has been completed in the HR tools.

2022			RECRUITMENTS	2023		
Breakdown				Breakdown		
Men	Women	GLOBAL		Men	Women	GLOBAL
53.4%	46.5%	78.9%	PTC	54.7%	45.3%	76.3%
47.4%	52.6%	21.1%	Contract transformation from FTC to PTC	46.9%	53.1%	23.7%
52.2%	47.8%	100.0%	TOTAL	52.8%	47.2%	100.0%

Percentages per gender are calculated on the basis of the total headcount of each line.
Percentages of the “global” column are calculated on the basis of the total headcount.

ARIATION OF FIXED-TERM CONTRACTS - HEADCOUNT

2023	2024
-663	-334

The variation of the FTC headcount is the difference between the FTC headcount at 12/31/Y and those at 12/31/Y-1.



2023			COUNTRIES	2024		
RECRUITMENTS	Breakdown			RECRUITMENTS	Breakdown	
	Men	Women			Men	Women
561	50.6%	49.4%	Germany	405	51.9%	48.1%
33	57.6%	42.4%	Austria	26	34.6%	65.4%
777	53.0%	47.0%	Belgium	621	55.9%	44.1%
68	22.1%	77.9%	Bulgaria	9	11.1%	88.9%
43	60.5%	39.5%	Denmark	21	52.4%	47.6%
573	54.5%	45.5%	Spain	610	56.6%	43.4%
10	30.0%	70.0%	Finland	5	40.0%	60.0%
4,130	53.2%	46.8%	France	2,967	53.5%	46.5%
12	33.3%	66.7%	Greece	13	38.5%	61.5%
104	30.8%	69.2%	Hungary	50	34.0%	66.0%
67	44.8%	55.2%	Ireland	38	55.3%	44.7%
663	58.7%	41.3%	Italy	609	58.9%	41.1%
253	50.2%	49.8%	Luxembourg	221	59.7%	40.3%
26	61.5%	38.5%	Norway	19	68.4%	31.6%
104	64.4%	35.6%	Netherlands	135	60.7%	39.3%
1,070	42.4%	57.6%	Poland	1,001	44.1%	55.9%
1,895	52.6%	47.4%	Portugal	1,483	51.4%	48.6%
92	57.6%	42.4%	Czech Republic	83	44.6%	55.4%
134	46.3%	53.7%	Romania	165	57.6%	42.4%
1,095	56.3%	43.7%	United Kingdom	812	54.8%	45.2%
123	43.1%	56.9%	Slovakia	107	41.1%	58.9%
53	58.5%	41.5%	Sweden	40	55.0%	45.0%
11,886	52.2%	47.8%	TOTAL	9,440	52.8%	47.2%

Including contract transformations from FTC to PTC.
Percentages per gender are calculated on the basis of the total headcount of each country.



2023			DEPARTURES PER REASON	2024		
Headcount				Headcount		
Men ¹	Women ¹	TOTAL		Men ¹	Women ¹	TOTAL
569	667	1,236	Retirement/Early retirement	719	797	1,516
2,712	2,514	5,226	Resignation	2,348	2,051	4,399
313	332	645	Dismissal	332	336	668
407	590	997	Mutual agreed departures	445	401	846
1,290	1,203	2,494	Others*	1,157	1,284	2,441
5,291	5,306	10,598	TOTAL	5,001	4,869	9,870

¹ This breakdown takes into account employees whose gender has been completed in the HR tool.

2023			DEPARTURES PER REASON	2024		
Headcount				Headcount		
Men	Women	GLOBAL		Men	Women	GLOBAL
46.0%	54.0%	11.7%	Retirement/Early retirement	47.4%	52.6%	15.4%
51.9%	48.1%	49.3%	Resignation	53.4%	46.6%	44.6%
48.5%	51.5%	6.1%	Dismissal	49.7%	50.3%	6.8%
40.8%	59.2%	9.4%	Mutual agreed departures	52.6%	47.4%	8.6%
51.7%	48.2%	23.5%	Others*	47.4%	52.6%	24.7%
49.9%	50.1%	100.0%	TOTAL	50.7%	49.3%	100.0%

Percentages per gender are calculated on the basis of the total headcount of each line.
Percentages of the “global” column are calculated on the basis of the total headcount.
*Others: assisted departure plans, deaths, end of trial period, unspecified reason for leaving.

SCOPE VARIATIONS - FULL-TIME EQUIVALENT

2022/2023			2023/2024	
FTEs	RATE		FTEs	RATE
-442	-0.3%	Scope variations	-219	-0.2%



2024							
COUNTRIES	Retirement/Early retirement	Resignation	Dismissal	Mutual agreed departures	Others ¹	TOTAL	DEPARTURE
Germany	0.3%	3.7%	0.5%	1.3%	2.2%	8.0%	500
Austria	0.0%	3.8%	0.0%	4.3%	6.2%	14.3%	30
Belgium	1.7%	2.2%	0.8%	0.5%	0.8%	6.0%	801
Bulgaria	0.0%	3.3%	0.0%	1.1%	0.0%	4.3%	4
Denmark	0.0%	7.8%	0.6%	1.2%	10.8%	20.4%	68
Spain	0.3%	3.5%	1.4%	0.4%	0.6%	6.2%	310
Finland	0.0%	4.4%	0.0%	0.0%	0.0%	4.4%	2
France	1.6%	2.3%	0.5%	0.2%	2.2%	6.8%	3,780
Greece	1.2%	1.2%	4.8%	0.0%	0.0%	7.2%	6
Hungary	0.0%	8.9%	1.5%	0.5%	21.4%	32.3%	67
Ireland	0.2%	6.5%	0.0%	0.0%	0.8%	7.4%	39
Italy	1.9%	2.3%	0.1%	0.6%	0.5%	5.2%	827
Luxembourg	1.7%	2.6%	0.7%	0.2%	0.5%	5.7%	211
Norway	0.0%	3.9%	0.0%	1.1%	3.3%	8.3%	15
Netherlands	0.3%	2.5%	0.1%	1.5%	6.6%	10.9%	126
Poland	0.1%	4.1%	0.3%	2.1%	2.5%	9.1%	776
Portugal	0.0%	7.7%	0.8%	0.2%	1.1%	9.7%	883
Czech Republic	0.0%	3.4%	0.0%	29.3%	5.5%	38.2%	180
Romania	0.0%	6.2%	0.0%	3.8%	1.8%	11.8%	78
United Kingdom	0.1%	8.4%	0.4%	0.5%	3.4%	12.8%	989
Slovakia	0.0%	4.3%	0.2%	5.8%	13.9%	24.1%	113
Sweden	0.6%	9.2%	0.0%	4.3%	4.6%	18.8%	65
TOTAL	1.2%	3.4%	0.5%	0.7%	1.9%	7.6%	9,870

Departure rate, based on permanent contracts: (Number of departures in year N)/(Average number of employees in year N).

¹ Others: assisted departure plans, deaths, end of trial period, unspecified reason for leaving.



04 | MOBILITY

- Number of mobilities and mobility rate per country and gender
- Cross-functional mobilities (inter-entity and inter-business) per country and gender



2023						2024						
Number of mobilities			Mobility rate			COUNTRIES	Number of mobilities			Mobility rate		
Men	Women	TOTAL	Men	Women	GLOBAL		Men	Women	TOTAL	Men	Women	GLOBAL
244	222	466	8%	9%	8%	Germany	340	265	605	11%	10%	11%
27	30	57	35%	45%	40%	Austria	8	12	20	11%	19%	14%
1,223	953	2,176	20%	14%	17%	Belgium	947	831	1,778	15%	13%	14%
-	6	6	0%	1%	1%	Bulgaria	4	12	16	11%	26%	19%
27	16	43	16%	11%	14%	Denmark	20	17	37	10%	11%	11%
157	170	327	8%	8%	8%	Spain	266	250	516	12%	11%	11%
6	4	10	27%	29%	28%	Finland	3	1	4	13%	6%	10%
3,557	4,750	8,307	14%	16%	15%	France	3,396	4,327	7,723	14%	14%	14%
14	5	19	33%	16%	26%	Greece	4	8	12	10%	22%	16%
20	21	41	11%	8%	9%	Hungary	5	3	8	3%	1%	2%
8	11	19	3%	5%	4%	Ireland	11	12	23	4%	5%	4%
1,289	1,270	2,559	17%	16%	16%	Italy	1,140	1,274	2,414	15%	16%	16%
226	194	420	12%	11%	12%	Luxembourg	223	199	422	12%	11%	12%
17	8	25	18%	10%	15%	Norway	10	8	18	10%	11%	10%
81	44	125	13%	13%	13%	Netherlands	53	27	80	8%	8%	8%
180	209	389	7%	4%	5%	Poland	177	348	525	6%	7%	7%
577	644	1,221	16%	17%	16%	Portugal	557	663	1,220	14%	15%	15%
30	21	51	18%	14%	16%	Czech Republic	13	11	24	7%	7%	7%
43	51	94	16%	9%	11%	Romania	31	43	74	13%	13%	13%
505	379	884	12%	13%	13%	United Kingdom	366	338	704	9%	12%	10%
40	40	80	21%	15%	18%	Slovakia	30	32	62	15%	12%	14%
26	20	46	13%	11%	12%	Sweden	19	16	35	10%	9%	10%
8,297	9,068	17,365	14%	14%	14%	TOTAL	7,623	8,697	16,320	13%	13%	13%

Changes in the assignment and/or standard position of employees on permanent contracts. Changes related to reorganisations are not considered as mobilities.
Percentages are calculated in relation to the reference PTC workforce in each country.



2023							2024					
Number of cross-functional mobilities			Cross-functional mobilities as a percentage of all mobilities			COUNTRIES	Number of cross-functional mobilities			Cross-functional mobilities as a percentage of all mobilities		
Men	Women	TOTAL	Men	Women	GLOBAL		Men	Women	TOTAL	Men	Women	GLOBAL
33	31	64	14%	14%	14%	Germany	83	38	121	24%	14%	20%
1		1	4%		2%	Austria	2	3	5	25%	25%	25%
193	197	390	16%	21%	18%	Belgium	127	161	288	13%	19%	16%
	1	1		17%	17%	Bulgaria		1	1		8%	6%
6	1	7	22%	6%	16%	Denmark	3	2	5	15%	12%	14%
26	29	55	17%	17%	17%	Spain	80	45	125	30%	18%	24%
						Finland						
921	1,183	2,104	26%	25%	25%	France	1,002	1,223	2,225	30%	28%	29%
2		2	14%		11%	Greece						
3	5	8	15%	24%	20%	Hungary	1	1	2	20%	33%	25%
3	4	7	38%	36%	37%	Ireland	5	5	10	45%	42%	43%
183	180	363	14%	14%	14%	Italy	253	257	510	22%	20%	21%
58	51	109	26%	26%	26%	Luxembourg	60	65	125	27%	33%	30%
3	1	4	18%	13%	16%	Norway	1		1	10%		6%
9	6	15	11%	14%	12%	Netherlands	6	6	12	11%	22%	15%
25	24	49	14%	11%	13%	Poland	63	185	248	36%	53%	47%
149	167	316	26%	26%	26%	Portugal	152	197	349	27%	30%	29%
3	1	4	10%	5%	8%	Czech Republic		1	1		9%	4%
4	8	12	9%	16%	13%	Romania	5	2	7	16%	5%	9%
82	52	134	16%	14%	15%	United Kingdom	77	51	128	21%	15%	18%
2		2	5%		3%	Slovakia	2	1	3	7%	3%	5%
3	1	4	12%	5%	9%	Sweden		3	3		19%	9%
1,709	1,942	3,651	21%	21%	21%	TOTAL	1,922	2,247	4,169	25%	26%	26%

Cross-functional mobilities (inter-entity and inter-business) involve a change of legal entity and/or business area (Operating Divisions and Business Lines). Percentages are calculated in relation to the number of PTC mobilities in each country.



05 | ABSENTEEISM

– Absenteeism rate per country



2024				
COUNTRIES	Illness	Work-related accidents	Maternity, Paternity, Adoption, Parental leave	SIGNIFICANCE RATE
Germany	7.7%	<0.1%	4.4%	91%
Austria	2.3%		1.8%	54%
Belgium	8.2%	<0.1%	0.6%	91%
Bulgaria	1.2%		11.7%	100%
Denmark	2.7%		0.3%	13%
Spain	2.2%	<0.1%	1.1%	89%
Finland	1.9%		0.8%	100%
France	4.4%	0.1%	1.7%	98%
Greece	0.2%		0.2%	100%
Hungary	1.4%	<0.1%	4.2%	80%
Ireland	1.8%		3.1%	90%
Italy	2.6%	<0.1%	2.1%	97%
Luxembourg	3.0%		0.9%	97%
Norway	5.0%		3.6%	25%
Netherlands	4.8%		1.1%	78%
Poland	3.8%	<0.1%	2.3%	96%
Portugal	1.6%	<0.1%	1.1%	97%
Czech Republic	0.9%		6.7%	65%
Romania	0.5%		0.6%	62%
United Kingdom	2.2%		1.9%	91%
Slovakia	1.6%		1.2%	96%
Sweden	2.6%		3.1%	58%
TOTAL	4.2%	0.1%	1.7%	95%

% Significance rate of 30 to 50%. % Non-significant data.



06 | DIVERSITY

- Share of women in Senior Management Positions per country
- Number of nationalities per country
- Number of employees with a disability per country
- Average age of departure of employees aged 55 years old and over per country



2023		2024
% of Women in Senior Management Positions	COUNTRIES	% of Women in Senior Management Positions
32.0%	Germany	37.7%
33.3%	Austria	33.3%
31.7%	Belgium	33.3%
0.0%	Bulgaria	0.0%
0.0%	Denmark	0.0%
54.5%	Spain	54.3%
50.0%	Finland	50.0%
40.8%	France	42.2%
50.0%	Greece	50.0%
0.0%	Hungary	33.3%
16.7%	Ireland	28.6%
34.9%	Italy	36.4%
33.9%	Luxembourg	37.0%
50.0%	Norway	25.0%
9.1%	Netherlands	7.1%
36.2%	Poland	40.0%
29.0%	Portugal	30.0%
0.0%	Czech Republic	0.0%
40.0%	Romania	60.0%
31.8%	United Kingdom	32.3%
25.0%	Slovakia	33.3%
20.0%	Sweden	28.6%
38.1%	TOTAL	39.8%

In bold, statistically significant data (more than 5 Senior Management Positions).



2023		COUNTRIES	2024	
Number of nationalities	% of employees with another nationality than the country		Number of nationalities	% of employees with another nationality than the country
78	13.9%	Germany	79	14.4%
23	33.3%	Austria	24	33.3%
61	6.2%	Belgium	63	6.6%
3	2.1%	Bulgaria	3	2.0%
23	19.0%	Denmark	22	23.5%
49	12.0%	Spain	66	16.0%
4	6.8%	Finland	4	6.5%
113	6.9%	France	118	7.6%
3	2.3%	Greece	3	2.3%
10	2.2%	Hungary	10	5.6%
35	23.8%	Ireland	37	25.4%
42	0.9%	Italy	43	0.9%
49	82.4%	Luxembourg	57	83.0%
19	22.7%	Norway	20	24.0%
39	10.6%	Netherlands	46	10.7%
59	4.2%	Poland	63	4.6%
87	15.6%	Portugal	92	16.0%
17	13.9%	Czech Republic	17	12.8%
8	2.8%	Romania	8	2.3%
93	28.2%	United Kingdom	94	29.1%
19	10.9%	Slovakia	17	11.9%
23	15.5%	Sweden	22	16.4%
157	10.5%	TOTAL	166	11.3%

Percentages are based on the total headcount of each country.



2023		COUNTRIES	2024	
Number of Employees	Significance Rate		Number of Employees	Significance Rate
188	91%	Germany	220	91%
0	35%	Austria	0	54%
99	88%	Belgium	130	91%
2	44%	Bulgaria	2	100%
1	60%	Denmark	0	13%
43	93%	Spain	43	89%
0	82%	Finland	0	100%
3,084 ¹	99%	France	3,460 ²	98%
0	100%	Greece	0	100%
0	20%	Hungary	0	80%
0	100%	Ireland	0	90%
797	95%	Italy	793	97%
11	94%	Luxembourg	12	97%
0	26%	Norway	0	25%
1	78%	Netherlands	3	78%
130	90%	Poland	135	96%
79	65%	Portugal	89	97%
0	44%	Czech Republic	1	65%
1	42%	Romania	2	62%
42	89%	United Kingdom	51	91%
8	76%	Slovakia	7	96%
0	27%	Sweden	0	58%

¹ For France, the final result for 2023, known in June 2024 are 3.084 (3.106 reported last year).

² The data communicated for France in 2024 are not definitive.

% Significance rate of 30 to 50%. % Non significant data.



2023			2024	
Average Age	Number of Departure	COUNTRIES	Average Age	Number of Departure
61.4	87	Germany	61.4	87
60.7	5	Austria	58.3	1
63.2	219	Belgium	63.4	271
60.4	2	Bulgaria		
60.1	12	Denmark	61.2	8
59.6	34	Spain	61.0	34
		Finland		
62.0	1,156	France	62.0	1,359
		Greece	58.4	1
59.3	4	Hungary	60.5	10
58.3	2	Ireland	61.0	2
62.7	448	Italy	63.5	507
59.4	59	Luxembourg	59.7	78
60.2	2	Norway	63.1	1
59.5	30	Netherlands	61.8	30
59.0	70	Poland	59.4	59
60.6	13	Portugal	60.6	18
58.1	1	Czech Republic	61.4	12
58.4	19	Romania	60.9	2
60.3	134	United Kingdom	60.9	136
58.0	2	Slovakia	56.0	2
60.0	5	Sweden	60.5	10
62.0	2,304	TOTAL	62.3	2,628



07 | TRAINING

- Rate and average number of training hours per employee, per country
- Training courses attended: overview by content and country
- Percentage of employees who completed a management training course per country and gender



2023				COUNTRIES	2024			
Share of employees who completed at least one training course (including mandatory training courses)	Share of employees who completed at least four training courses (including mandatory training courses)	Average number of hours per employee (including mandatory training courses)	Average number of hours per employee (excluding mandatory training courses)		Share of employees who completed at least one training course (including mandatory training courses)	Share of employees who completed at least four training courses (including mandatory training courses)	Average number of hours per employee (including mandatory training courses)	Average number of hours per employee (excluding mandatory training courses)
99.7%	99.2%	14.8	10.5	Germany	99.7%	99.6%	17.0	13.3
98.4%	98.0%	10.4	6.0	Austria	100.0%	100.0%	25.9	21.9
99.4%	98.9%	26.7	22.7	Belgium	99.8%	99.6%	42.1	38.8
100.0%	98.9%	11.2	6.7	Bulgaria	99.0%	99.0%	15.3	12.2
91.8%	90.7%	5.6	3.0	Denmark	99.1%	97.5%	7.8	4.1
99.6%	99.0%	25.1	19.7	Spain	99.6%	99.3%	23.5	19.3
100.0%	100.0%	6.3	1.9	Finland	100.0%	100.0%	6.6	4.2
98.5%	97.6%	27.6	19.9	France	98.6%	98.1%	31.4	24.5
100.0%	100.0%	9.9	5.2	Greece	95.7%	95.7%	10.7	6.5
99.6%	98.4%	6.5	4.3	Hungary	100.0%	100.0%	13.0	8.8
98.9%	98.3%	9.9	5.4	Ireland	99.4%	98.7%	12.1	7.8
99.2%	98.6%	41.2	37.2	Italy	99.4%	99.1%	30.5	26.7
98.3%	97.9%	19.1	14.9	Luxembourg	98.6%	98.4%	23.2	19.0
98.3%	97.2%	9.0	5.3	Norway	99.4%	99.4%	10.4	6.2
97.8%	95.4%	11.1	7.1	Netherlands	99.1%	97.7%	17.8	15.2
98.7%	98.5%	27.4	23.3	Poland	99.1%	99.0%	35.5	31.9
99.9%	99.5%	23.4	19.3	Portugal	99.9%	99.7%	29.7	25.8
99.8%	98.9%	6.5	5.1	Czech Republic	100.0%	100.0%	9.4	11.4
100.0%	99.3%	10.2	7.7	Romania	100.0%	99.4%	15.0	12.2
99.7%	99.5%	19.2	14.7	United Kingdom	99.8%	99.8%	22.2	17.8
99.6%	98.9%	5.7	1.7	Slovakia	99.4%	99.4%	5.7	1.9
99.2%	99.2%	8.5	6.5	Sweden	99.2%	98.6%	10.7	6.9
98.9%	98.3%	26.8	21.2	TOTAL	99.1%	98.8%	30.2	25.1

Source: My Development.



2023				COUNTRIES	2024			
Hard skills	Risks & compliance	Culture & awareness of the Group	Soft Skills		Hard skills	Risks & compliance	Culture & awareness of the Group	Soft Skills
39%	47%	10%	4%	Germany	45%	36%	13%	6%
30%	43%	10%	17%	Austria	43%	38%	9%	9%
42%	41%	11%	6%	Belgium	54%	28%	13%	5%
39%	54%	4%	3%	Bulgaria	37%	54%	6%	3%
37%	59%	4%	1%	Denmark	45%	49%	5%	1%
43%	42%	6%	10%	Spain	46%	37%	7%	10%
34%	56%	10%	0%	Finland	56%	39%	2%	3%
60%	28%	8%	4%	France	66%	23%	6%	5%
37%	52%	9%	2%	Greece	41%	39%	15%	4%
36%	58%	4%	2%	Hungary	41%	50%	4%	5%
43%	52%	3%	2%	Ireland	50%	40%	6%	5%
54%	29%	13%	4%	Italy	57%	21%	19%	4%
42%	39%	15%	4%	Luxembourg	43%	40%	12%	6%
33%	59%	6%	2%	Norway	44%	37%	14%	4%
39%	53%	7%	1%	Netherlands	45%	41%	11%	3%
46%	41%	7%	5%	Poland	56%	32%	7%	6%
43%	38%	12%	7%	Portugal	45%	32%	13%	10%
37%	58%	3%	1%	Czech Republic	49%	46%	2%	2%
34%	52%	11%	3%	Romania	51%	44%	3%	3%
31%	55%	7%	7%	United Kingdom	37%	48%	6%	9%
34%	56%	8%	1%	Slovakia	46%	44%	8%	2%
38%	56%	5%	1%	Sweden	44%	42%	10%	3%
53%	33%	9%	5%	TOTAL	58%	27%	9%	5%

Percentage of training actions by content out of all training courses attended in the Group (including mandatory training courses). An employee may attend several training sessions.



2023				COUNTRIES	2024			
% OF EMPLOYEES WHO COMPLETED A MANAGEMENT TRAINING COURSE		% HOURS OF MANAGEMENT TRAINING FOLLOWED			% OF EMPLOYEES WHO COMPLETED A MANAGEMENT TRAINING COURSE		% HOURS OF MANAGEMENT TRAINING FOLLOWED	
Men	Women	Men	Women		Men	Women	Men	Women
52.2%	47.8%	48.7%	51.3%	Germany	51.2%	48.8%	56.8%	43.2%
50.0%	50.0%	76.3%	23.7%	Austria	65.6%	34.4%	70.1%	29.9%
46.1%	53.9%	45.0%	55.0%	Belgium	47.9%	52.1%	49.0%	51.0%
40.0%	60.0%	90.0%	10.0%	Bulgaria	25.0%	75.0%	19.9%	80.1%
63.6%	36.4%	66.7%	33.3%	Denmark	100.0%	0.0%	100.0%	0.0%
49.3%	50.7%	50.0%	50.0%	Spain	48.1%	51.9%	50.9%	49.1%
				Finland	100.0%	0.0%	100.0%	0.0%
49.9%	50.1%	50.8%	49.2%	France	51.1%	48.9%	47.6%	52.4%
50.0%	50.0%	0.0%	100.0%	Greece	14.3%	85.7%	2.6%	97.4%
43.5%	56.5%	77.1%	22.9%	Hungary	43.5%	56.5%	40.7%	59.3%
42.4%	57.6%	45.2%	54.8%	Ireland	51.9%	48.2%	30.0%	70.0%
56.3%	43.7%	62.6%	37.4%	Italy	52.9%	47.1%	56.8%	43.3%
62.0%	38.0%	67.8%	32.2%	Luxembourg	52.1%	48.0%	50.3%	49.8%
20.0%	80.0%	0.0%	100.0%	Norway	55.0%	45.0%	31.6%	68.4%
72.9%	27.1%	62.3%	37.7%	Netherlands	77.2%	22.8%	73.0%	27.0%
36.9%	63.1%	32.7%	67.3%	Poland	42.2%	57.8%	43.7%	56.4%
45.3%	54.7%	47.0%	53.0%	Portugal	43.1%	56.9%	43.6%	56.4%
62.5%	37.5%	80.0%	20.0%	Czech Republic	63.2%	36.8%	73.4%	26.6%
29.4%	70.6%	36.9%	63.1%	Romania	32.5%	67.5%	24.2%	75.8%
63.1%	36.9%	53.5%	46.5%	United Kingdom	61.4%	38.6%	58.5%	41.5%
43.8%	56.3%	37.5%	62.5%	Slovakia	31.0%	69.0%	5.8%	94.2%
42.1%	57.9%	40.0%	60.0%	Sweden	42.1%	57.9%	36.0%	64.0%
50.9%	49.1%	49.8%	50.2%	TOTAL	50.7%	49.3%	48.7%	51.3%

Source: My Development.



