

# SOCIAL REPORT 2024

## BNP PARIBAS SA



GROUP HUMAN RESOURCES



**BNP PARIBAS**

The bank for a changing world



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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
16,820	21,475	38,295	17,016	21,320	38,336	111-A - PAID HEADCOUNT*	17,086	21,126	38,212
394	1,214	1,608	340	1,161	1,501	Unpaid absentees	319	1,084	1,403
1,301	1,194	2,495	1,351	1,208	2,559	Work-study contracts	1,315	1,098	2,413
18,515	23,883	42,398	18,707	23,689	42,396	111-B - TOTAL HEADCOUNT	18,720	23,308	42,028
430	406	836	392	378	770	On secondment in France	365	349	714
289	77	366	274	78	352	On secondment outside France	248	83	331
19,234	24,366	43,600	19,373	24,145	43,518	111-C - TOTAL HEADCOUNT INCLUDING EMPLOYEES ON SECONDMENT	19,333	23,740	43,073

\* Including 81 employees received on secondment in 2022, 102 employees received on secondment in 2023, and 114 employees received on secondment in 2023.

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
3,946	8,636	12,582	3,836	8,192	12,028	Technical staff	3,705	7,590	11,295
14,569	15,247	29,816	14,871	15,497	30,368	Executive staff	15,015	15,718	30,733
18,515	23,883	42,398	18,707	23,689	42,396	TOTAL	18,720	23,308	42,028

111-B - BREAKDOWN OF TOTAL HEADCOUNT PER CATEGORY

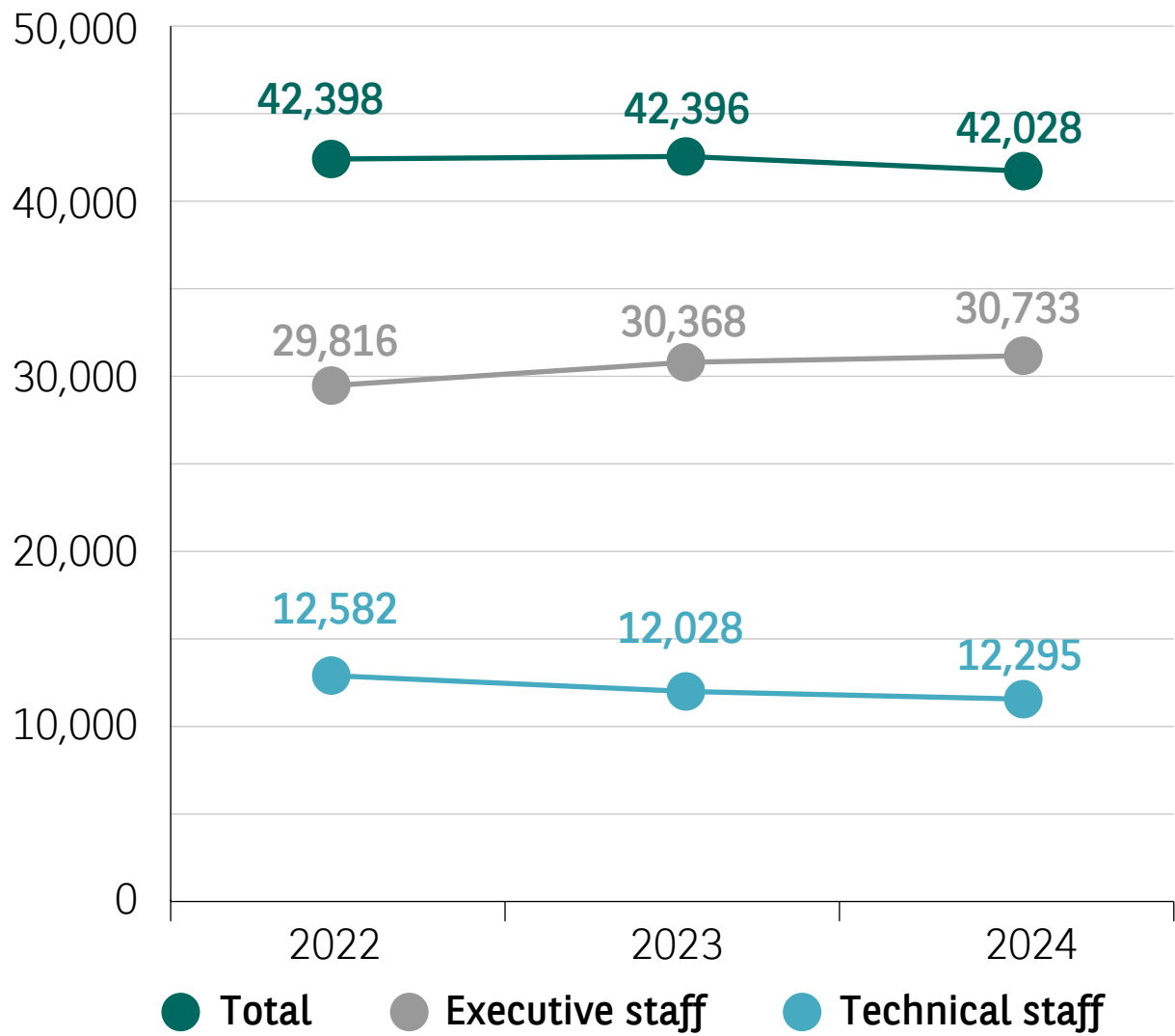
2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
31.4	68.6	100.0	31.9	68.1	100.0	Technical staff	32,8	67,2	100.0
48.9	51.1	100.0	49.0	51.0	100.0	Executive staff	48.9	51.1	100.0
43.7	56.3	100.0	44.1	55.9	100.0	TOTAL	44.5	55.5	100.0



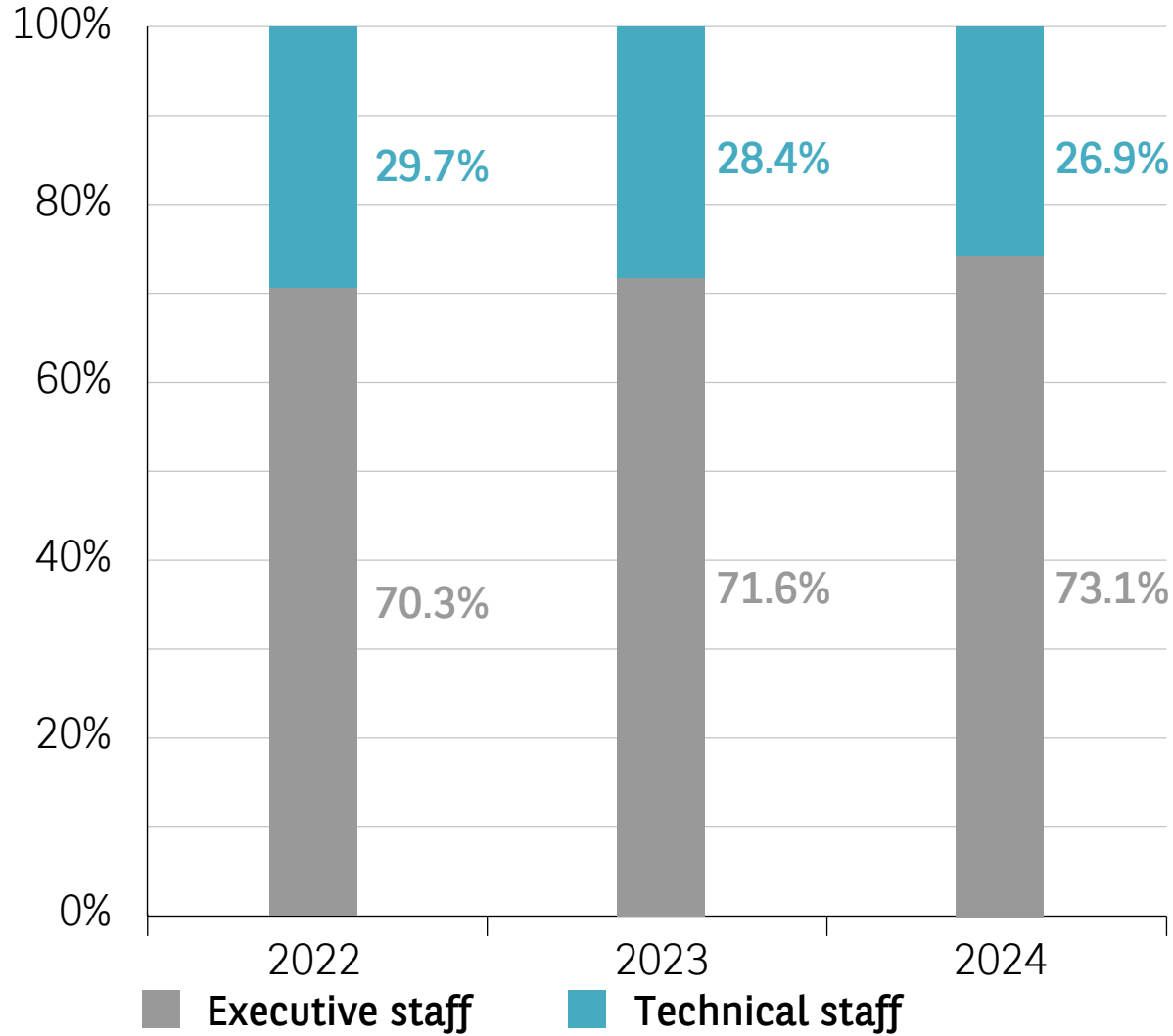
111-B – BREAKDOWN OF TOTAL HEADCOUNT BY GENDER (Technical staff + Executive staff)

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
21.3	36.2	29.7	20.5	34.6	28.4	Technical staff	19.8	32.6	26.9
78.7	63.8	70.3	79.5	65.4	71.6	Executive staff	80.2	67.4	73.1
100.0	100.0	100.0	100.0	100.0	100.0	TOTAL	100.0	100.0	100.0

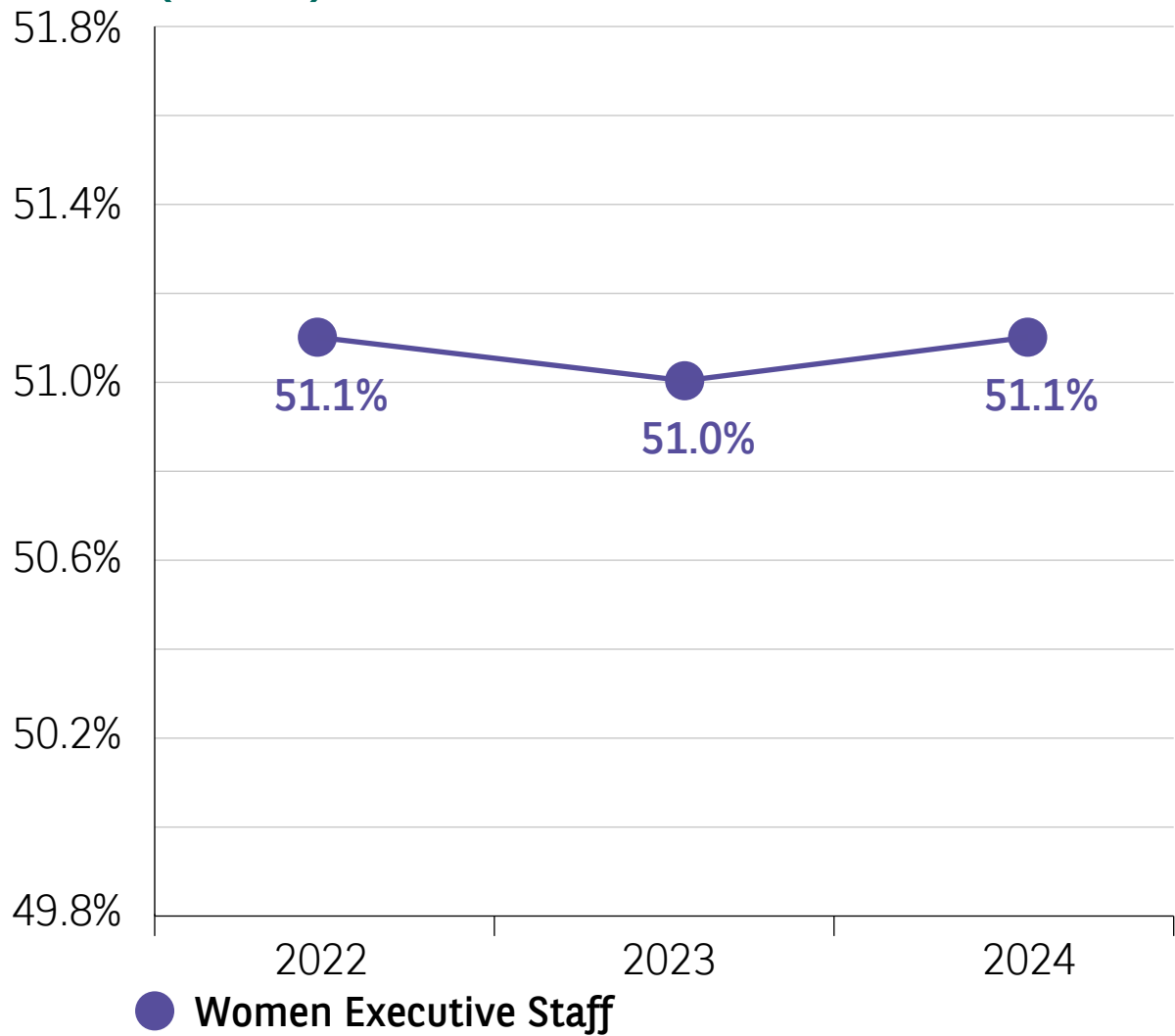
CHANGE IN HEADCOUNT



CHANGE IN HEADCOUNT (AS A%)



CHANGE IN WOMEN EXECUTIVE STAFF (AS A%)



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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
3,899	8,131	12,030	3,794	7,724	11,517	Technical staff	3,664	7,157	10,821
14,516	14,864	29,379	14,814	15,122	29,936	Executive staff	14,963	15,336	30,299
18,415	22,995	41,409	18,607	22,846	41,453	TOTAL	18,627	22,493	41,120

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2,387	5,028	7,415	2,270	4,764	7,034	Technical staff	2,171	4,468	6,639
14,175	13,074	27,249	14,519	13,418	27,937	Executive staff	14,675	13,628	28,303
16,562	18,102	34,664	16,789	18,182	34,971	TOTAL	16,846	18,096	34,942

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

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
Paid headcount									
65	115	180	41	82	123	Technical staff	42	63	105
55	77	132	36	50	86	Executive staff	32	43	75
120	192	312	77	132	209	TOTAL	74	106	180
Unpaid absentees									
0	2	2	0	1	1	Technical staff	0	0	0
0	0	0	0	1	1	Executive staff	0	0	0
0	2	2	0	2	2	TOTAL	0	0	0
Apprenticeship*									
1,187	1,096	2,283	1,256	1,117	2,373	Technical staff	1,251	1,028	2,279
6	5	11	5	4	9	Executive staff	6	2	8
1,193	1,101	2,294	1,261	1,121	2,382	TOTAL	1,257	1,030	2,287
Other work-study contracts									
108	93	201	90	87	177	Technical staff	58	68	126
0	0	0	0	0	0	Executive staff	0	0	0
108	93	201	90	87	177	TOTAL	58	68	126
Total									
1,360	1,306	2,666	1,387	1,287	2,674	Technical staff	1,351	1,159	2,510
61	82	143	41	55	96	Executive staff	38	45	83
1,421	1,388	2,809	1,428	1,342	2,770	TOTAL	1,389	1,204	2,593

\*Including 8 Industrial Training & Research Agreement (CIFRE) contracts in 2024.

114 – AVERAGE MONTHLY HEADCOUNT (one for one)

2022	2023		2024
12,273	12,267	Technical staff	11,602
27,616	29,979	Executive staff	30,547
39,889	42,246	TOTAL	42,149

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

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

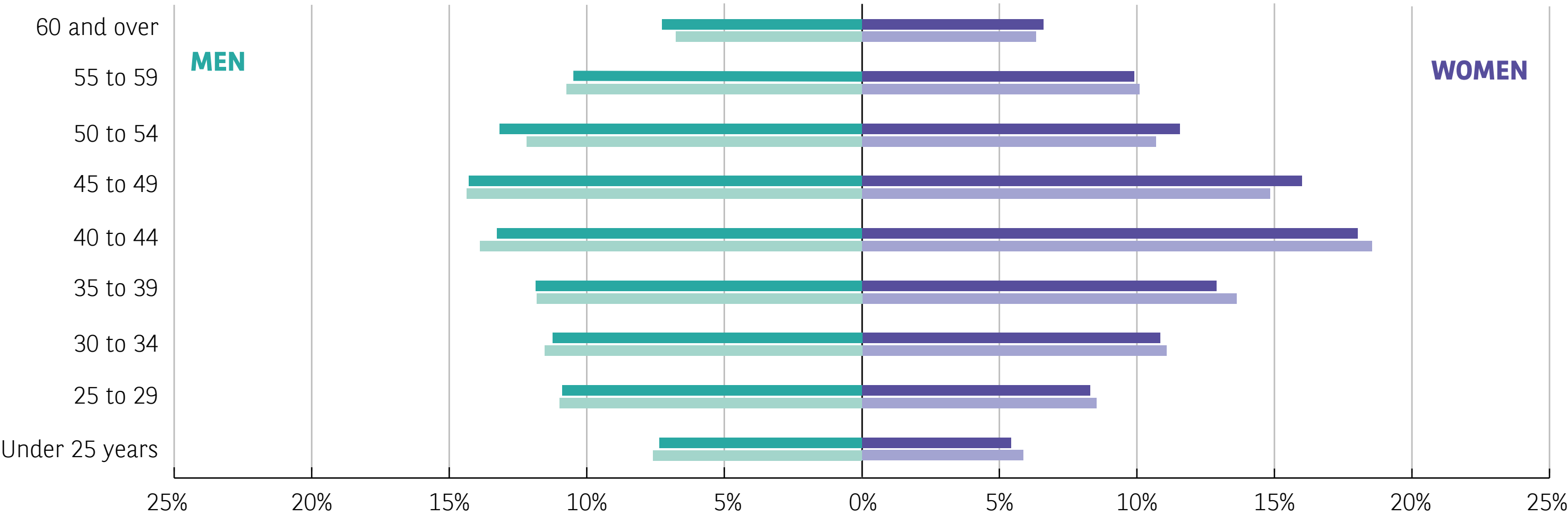
2022						2023							2024					
Men	%	Women	%	TOTAL	%	Men	%	Women	%	TOTAL	%		Men	%	Women	%	TOTAL	%
Under 25																		
1,147	29.1	1,192	13.8	2,339	18.6	1,187	30.9	1,172	14.3	2,359	19.6	Technical staff	1,141	30.8	1,082	14.3	2,223	19.7
258	1.8	245	1.6	503	1.7	237	1.6	214	1.4	451	1.5	Executive staff	240	1.6	190	1.2	430	1.4
1,405	7.6	1,437	6.0	2,842	6.7	1,424	7.6	1,386	5.9	2,810	6.6	TOTAL	1,381	7.4	1,272	5.5	2,653	6.3
25 to 29 years																		
684	17.3	920	10.7	1,604	12.7	671	17.5	847	10.3	1,518	12.6	Technical staff	667	18.0	753	9.9	1,420	12.6
1,294	8.9	1,124	7.4	2,418	8.1	1,388	9.3	1,187	7.7	2,575	8.5	Executive staff	1,373	9.1	1,190	7.6	2,563	8.3
1,978	10.7	2,044	8.6	4,022	9.5	2,059	11	2,034	8.6	4,093	9.7	TOTAL	2,040	10.9	1,943	8.3	3,983	9.5
30 to 34 years																		
575	14.6	1,042	12.1	1,617	12.9	513	13.4	974	11.9	1,487	12.4	Technical staff	484	13.1	878	11.6	1,362	12.1
1,675	11.5	1,663	10.9	3,338	11.2	1,651	11.1	1,662	10.7	3,313	10.9	Executive staff	1,624	10.8	1,648	10.5	3,272	10.6
2,250	12.2	2,705	11.3	4,955	11.7	2,164	11.6	2,636	11.1	4,800	11.3	TOTAL	2,108	11.3	2,526	10.8	4,634	11.0
35 to 39 years																		
395	10.0	1,159	13.4	1,554	12.4	399	10.4	1,056	12.9	1,455	12.1	Technical staff	399	10.8	986	13.0	1,385	12.3
1,808	12.4	2,280	15.0	4,088	13.7	1,814	12.2	2,183	14.1	3,997	13.2	Executive staff	1,825	12.2	2,039	13.0	3,864	12.6
2,203	11.9	3,439	14.4	5,642	13.3	2,213	11.8	3,239	13.7	5,452	12.9	TOTAL	2,224	11.9	3,025	13.0	5,249	12.5
40 to 44 years																		
322	8.2	1,437	16.6	1,759	14.0	322	8.4	1,383	16.9	1,705	14.2	Technical staff	302	8.2	1,241	16.4	1,543	13.7
2,303	15.8	3,034	19.9	5,337	17.9	2,281	15.3	3,030	19.6	5,311	17.5	Executive staff	2,181	14.5	2,988	19.0	5,169	16.8
2,625	14.2	4,471	18.7	7,096	16.7	2,603	13.9	4,413	18.6	7,016	16.5	TOTAL	2,483	13.3	4,229	18.1	6,712	16.0
45 to 49 years																		
206	5.2	771	8.9	977	7.8	208	5.4	846	10.3	1,054	8.8	Technical staff	231	6.2	915	12.1	1,146	10.1
2,482	17.0	2,569	16.8	5,051	16.9	2,478	16.7	2,687	17.3	5,165	17.0	Executive staff	2,453	16.3	2,833	18.0	5,286	17.2
2,688	14.5	3,340	14.0	6,028	14.2	2,686	14.4	3,533	14.9	6,219	14.7	TOTAL	2,684	14.3	3,748	16.1	6,432	15.3
50 to 54 years																		
153	3.9	604	7.0	757	6.0	133	3.5	575	7.0	708	5.9	Technical staff	123	3.3	534	7.0	657	5.8
1,948	13.4	1,778	11.7	3,726	12.5	2,145	14.4	1,976	12.8	4,121	13.6	Executive staff	2,346	15.6	2,176	13.8	4,522	14.7
2,101	11.3	2,382	10.0	4,483	10.6	2,278	12.2	2,551	10.8	4,829	11.4	TOTAL	2,469	13.2	2,710	11.6	5,179	12.3
55 to 59 years																		
261	6.6	921	10.7	1,182	9.4	220	5.7	735	9.0	955	7.9	Technical staff	187	5.0	636	8.4	823	7.3
1,771	12.2	1,775	11.6	3,546	11.9	1,795	12.1	1,657	10.7	3,452	11.4	Executive staff	1,784	11.9	1,680	10.7	3,464	11.3
2,032	11.0	2,696	11.3	4,728	11.2	2,015	10.8	2,392	10.1	4,407	10.4	TOTAL	1,971	10.5	2,316	9.9	4,287	10.2
60 and over																		
203	5.1	590	6.8	793	6.3	183	4.8	604	7.4	787	6.5	Technical staff	171	4.6	565	7.4	736	6.5
1,030	7.1	779	5.1	1,809	6.1	1,082	7.3	901	5.8	1,983	6.5	Executive staff	1,189	7.9	974	6.2	2,163	7.0
1,233	6.7	1,369	5.7	2,602	6.1	1,265	6.8	1,505	6.4	2,770	6.5	TOTAL	1,360	7.3	1,539	6.6	2,899	6.9
18,515	100	23,883	100	42,398	100	18,707	100	23,689	100	42,396	100	GLOBAL	18,720	100	23,308	100.0	42,028	100.0

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.



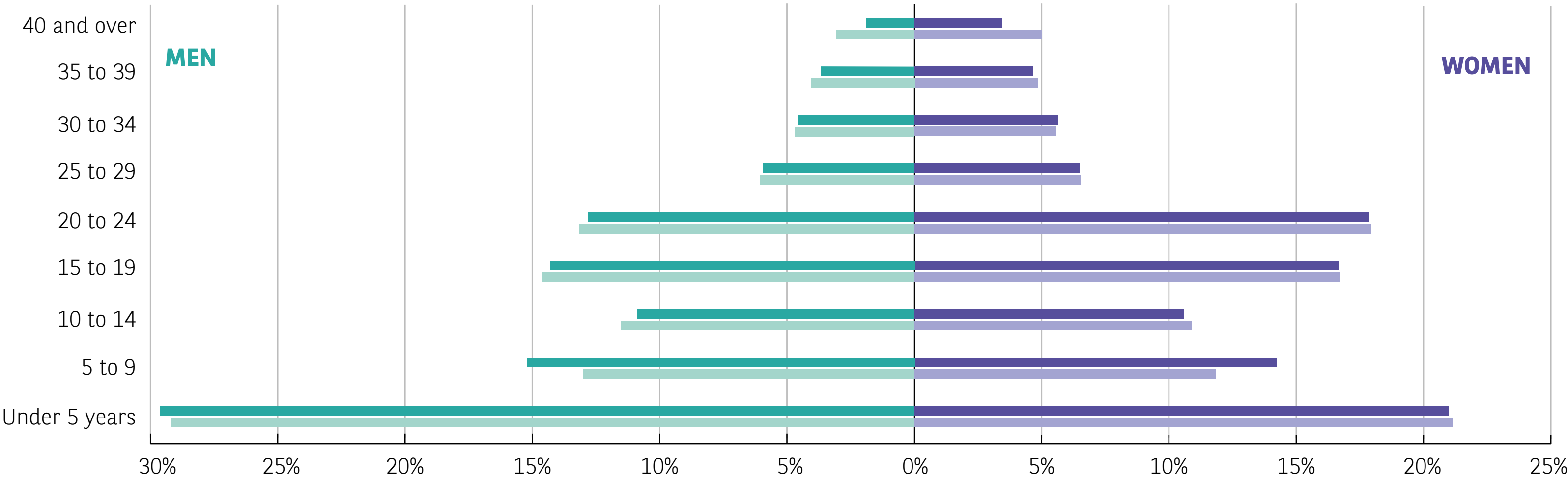
**AGE PYRAMID, YEARS 2022-2023**  
(% OF AGE BRACKETS IN MEN OR WOMEN HEADCOUNTS)  
*see details on the previous page*

- 2024 Women
- 2024 Men
- 2023 Women
- 2023 Men



**SENIORITY PYRAMID, YEARS 2022-2023**  
(% OF SENIORITY GROUPS IN MEN OR WOMEN HEADCOUNT)  
*See details on the next page*

- 2024 Women
- 2024 Men
- 2023 Women
- 2023 Men





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

2022						2023							2024					
Men	%	Women	%	TOTAL	%	Men	%	Women	%	TOTAL	%		Men	%	Women	%	TOTAL	%
Less than 5 years																		
2,163	54.8	2,471	28.6	4,634	36.8	2,240	58.4	2,537	31.0	4,777	39.7	Technical staff	2,245	60.6	2,440	32.1	4,685	41.5
3,132	21.5	2,455	16.1	5,587	18.7	3,241	21.8	2,454	15.8	5,695	18.8	Executive staff	3,327	22.2	2,433	15.5	5,760	18.7
5,295	28.6	4,926	20.6	10,221	24.1	5,481	29.3	4,991	21.1	10,472	24.7	TOTAL	5,572	29.8	4,873	20.9	10,445	24.9
5 to 9 years																		
528	13.4	1,000	11.6	1,528	12.1	462	12.0	877	10.7	1,339	11.1	Technical staff	398	10.7	769	10.1	1,167	10.3
2,124	14.6	2,172	14.2	4,296	14.4	2,445	16.4	2,447	15.8	4,892	16.1	Executive staff	2,470	16.5	2,528	16.1	4,998	16.3
2,652	14.3	3,172	13.3	5,824	13.7	2,907	15.5	3,324	14.0	6,231	14.7	TOTAL	2,868	15.3	3,297	14.1	6,165	14.7
10 to 14 years																		
328	8.3	1,089	12.6	1,417	11.3	308	8.0	958	11.7	1,266	10.5	Technical staff	295	8.0	828	10.9	1,123	9.9
2,106	14.5	1,898	12.4	4,004	13.4	1,815	12.2	1,618	10.4	3,433	11.3	Executive staff	1,756	11.7	1,621	10.3	3,377	11.0
2,434	13.1	2,987	12.5	5,421	12.8	2,123	11.3	2,576	10.9	4,699	11.1	TOTAL	2,051	11.0	2,449	10.5	4,500	10.7
15 to 19 years																		
												Technical staff						
257	6.5	1,286	14.9	1,543	12.3	235	6.1	1,188	14.5	1,423	11.8	Executive staff	222	6.0	1,015	13.4	1,237	11.0
2,352	16.1	3,005	19.7	5,357	18.0	2,504	16.8	3,069	19.8	5,573	18.4	Executive staff	2,482	16.5	2,856	18.2	5,338	17.4
2,609	14.1	4,291	18.0	6,900	16.3	2,739	14.6	4,257	18.0	6,996	16.5	TOTAL	2,704	14.4	3,871	16.6	6,575	15.6
20 to 24 years																		
164	4.2	961	11.1	1,125	8.9	178	4.6	1,023	12.5	1,201	10.0	Technical staff	184	5.0	1,087	14.3	1,271	11.3
2,313	15.9	2,790	18.3	5,103	17.1	2,260	15.2	2,888	18.6	5,148	17.0	Executive staff	2,245	15.0	3,057	19.4	5,302	17.3
2,477	13.4	3,751	15.7	6,228	14.7	2,438	13.0	3,911	16.5	6,349	15.0	TOTAL	2,429	13.0	4,144	17.8	6,573	15.6
25 to 29 years																		
51	1.3	197	2.3	248	2.0	41	1.1	201	2.5	242	2.0	Technical staff	56	1.5	292	3.8	348	3.1
629	4.3	712	4.7	1,341	4.5	787	5.3	896	5.8	1,683	5.5	Executive staff	1,074	7.2	1,221	7.8	2,295	7.5
680	3.7	909	3.8	1,589	3.7	828	4.4	1,097	4.6	1,925	4.5	TOTAL	1,130	6.0	1,513	6.5	2,643	6.3
30 to 34 years																		
144	3.6	523	6.1	667	5.3	136	3.5	483	5.9	619	5.1	Technical staff	109	2.9	395	5.2	504	4.5
914	6.3	1,079	7.1	1,993	6.7	890	6.0	1,055	6.8	1,945	6.4	Executive staff	765	5.1	903	5.7	1,668	5.4
1,058	5.7	1,602	6.7	2,660	6.3	1,026	5.5	1,538	6.5	2,564	6.0	TOTAL	874	4.7	1,298	5.6	2,172	5.2
35 to 39 years																		
170	4.3	525	6.1	695	5.5	118	3.1	401	4.9	519	4.3	Technical staff	84	2.3	339	4.5	423	3.7
663	4.6	652	4.3	1,315	4.4	622	4.2	640	4.1	1,262	4.2	Executive staff	621	4.1	727	4.6	1,348	4.4
833	4.5	1,177	4.9	2,010	4.7	740	4.0	1,041	4.4	1,781	4.2	TOTAL	705	3.8	1,066	4.6	1,771	4.2
40 years and over																		
141	3.6	584	6.8	725	5.8	118	3.1	524	6.4	642	5.3	Technical staff	112	3.0	425	5.6	537	4.8
336	2.3	484	3.2	820	2.8	307	2.1	430	2.8	737	2.4	Executive staff	275	1.8	372	2.4	647	2.1
477	2.6	1,068	4.5	1,545	3.6	425	2.3	954	4.0	1,379	3.3	TOTAL	387	2.1	797	3.4	1,184	2.8
ENSEMBLE																		
18,515	100	23,883	100	42,398	100	18,707	100	23,689	100	42,396	100	ENSEMBLE	18,720	100	23,308	100	42,028	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 31<sup>st</sup> (one for one)

2022				2023					2024			
FRENCH		FOREIGNERS		FRENCH		FOREIGNERS			FRENCH		FOREIGNERS	
Men	Women	Men	Women	Men	Women	Men	Women		Men	Women	Men	Women
3,620	8,219	326	417	3,507	7,729	329	463		Technical staff	3,365	7,140	340
13,727	14,327	842	920	13,929	14,476	942	1,021	Executive staff	14,008	14,635	1,007	1,083
17,347	22,546	1,168	1,337	17,436	22,205	1,271	1,484	TOTAL	17,373	21,775	1,347	1,533
39,893		2,505		39,641		2,755			39,148		2,880	

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

2022					2023						2024				
Men	%	Women	%	TOTAL	Men	%	Women	%	TOTAL		Men	%	Women	%	TOTAL
8	28.6	20	71.4	28	7	28.0	18	72.0	25		7	30.4	16	69.6	23
179	45.3	216	54.7	395	189	49.3	194	50.7	383		145	49.7	147	50.3	292
406	43.8	521	56.2	927	391	44.4	490	55.6	881	B	386	45.3	467	54.7	853
954	40.5	1,402	59.5	2,356	930	41.1	1,334	58.9	2,264	C	905	43.7	1,165	56.3	2,070
992	25.1	2,956	74.9	3,948	967	25.9	2,760	74.1	3,727	D	919	26.7	2,525	73.3	3,444
1,407	28.6	3,521	71.4	4,928	1,352	28.5	3,396	71.5	4,748	E	1,343	29.1	3,270	70.9	4,613
3,946	31.4	8,636	68.6	12,582	3,836	31.9	8,192	68.1	12,028	F	3,705	32.8	7,590	67.2	11,295
3,884	39.2	6,013	60.8	9,897	3,903	39.5	5,983	60.5	9,886	G	3,821	39.2	5,938	60.8	9,759
3,526	47.2	3,947	52.8	7,473	3,516	47.0	3,961	53.0	7,477	H	3,488	46.9	3,954	53.1	7,442
3,292	55.3	2,659	44.7	5,951	3,387	54.9	2,783	45.1	6,170	I	3,487	54.4	2,923	45.6	6,410
2,053	58.2	1,475	41.8	3,528	2,270	59.1	1,574	40.9	3,844	J	2,320	59.0	1,615	41.0	3,935
1,814	61.1	1,153	38.9	2,967	1,795	60.0	1,196	40.0	2,991	K	1,899	59.6	1,288	40.4	3,187
14,569	48.9	15,247	51.1	29,816	14,871	49.0	15,497	51.0	30,368	HC	15,015	48.9	15,718	51.1	30,733
18,515	43.7	23,883	56.3	42,398	18,707	44.1	23,689	55.9	42,396	Executive staff	18,720	44.5	23,308	55.5	42,028
										TOTAL					

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

BREAKDOWN OF HEADCOUNT BY QUALIFICATION LEVEL

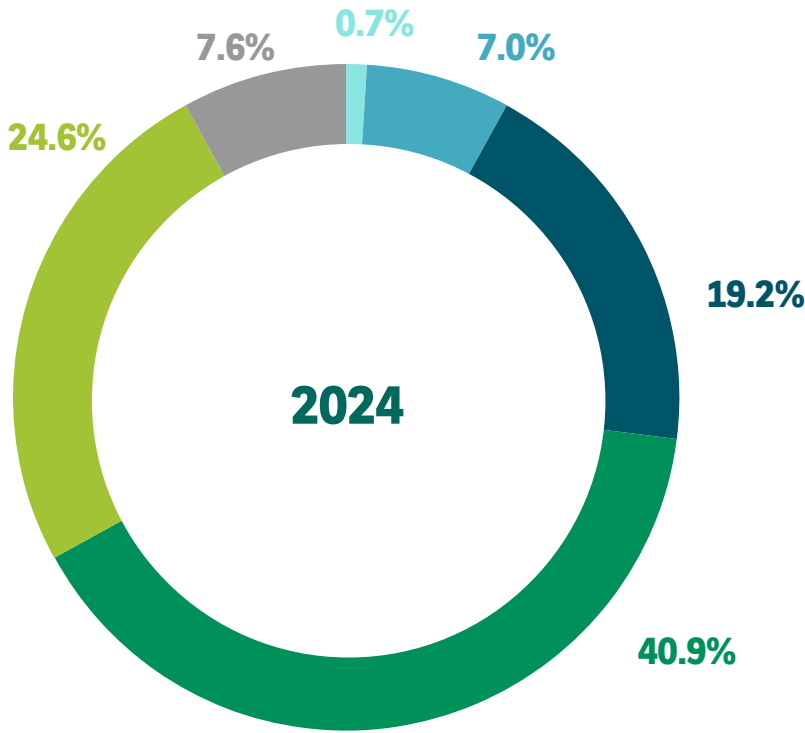
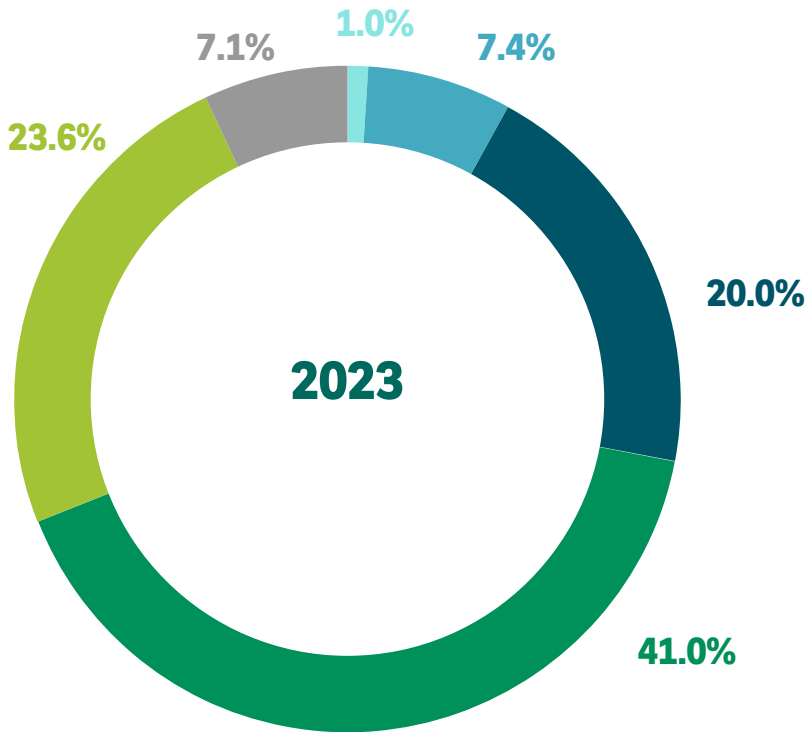
- Technicall staff B, C

Technicall staff D, E

Technicall staff F, G
- Executive staff H, I

Executive staff J, K

Executive staff, outside classification





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

2022	2023	2024
8,044	8,524	7,837

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

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

2022	2023	2024
41	27	25

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

2022	2023	2024
2,448	2,686	2,971

123 – AVERAGE MONTHLY HEADCOUNT OF TEMPORARY EMPLOYEES

2022	2023	2024
678	509	865

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

2022	2023	2024
58	54	70

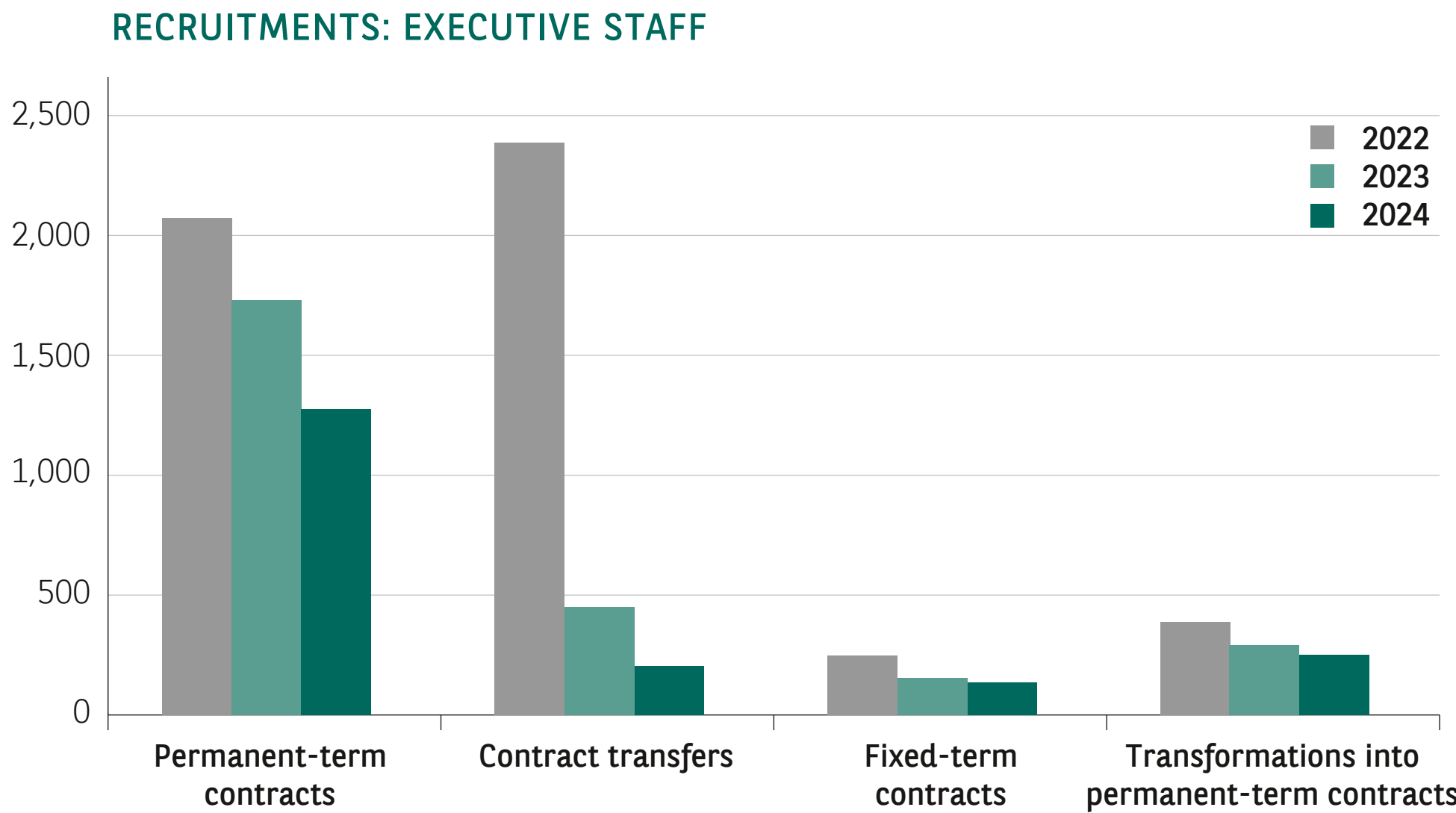
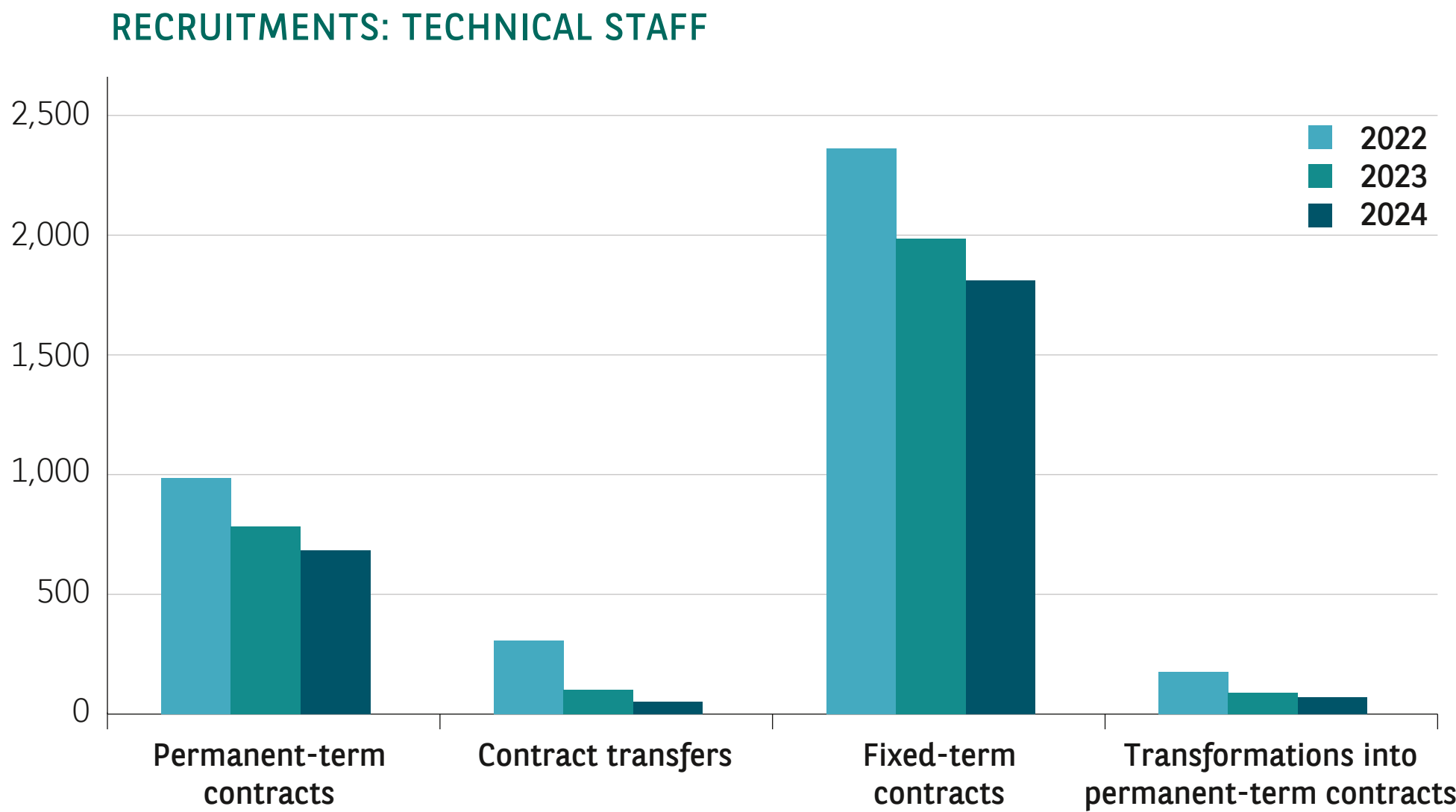
Internships provide interns with crucial experience allowing them to gain an understanding of the business world by working directly in a team. BNP Paribas strives to offer each intern real experience that enables them to train, acquire knowledge or business skills, take part in operational assignments 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



13 – RECRUITMENTS BY HIERARCHICAL LEVEL A,D BY GENDER

2022							2023								2024						
TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2022	TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2023		TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2024
Men	Women	Men	Women	Men	Women		Men	Women	Men	Women	Men	Women			Men	Women	Men	Women	Men	Women	
1,744	2,147	2,634	2,431	4,378	4,578	8,956	1,430	1,587	1,477	1,125	2,907	2,712	5,619	130 A - TOTAL RECRUITMENTS	1,318	1,338	1,011	822	2,329	2,160	4,489
428	574	1,173	893	1,601	1,467	3,068	346	448	1,003	725	1,349	1,173	2,522	131 - Permanent contract Hirings	302	389	751	515	1,053	904	1,957
96	226	1,157	1,220	1,253	1,446	2,699	26	89	262	181	288	270	558	130 B - Contract transfers	17	43	92	109	109	152	261
1,148	1,223	98	142	1,246	1,365	2,611	1,007	987	68	82	1,075	1,069	2,144	132 - Temporary contract hiring	957	863	47	77	1,004	940	1,944
72	124	206	176	278	300	578	51	63	144	137	195	200	395	132 A - Transformations into Permanent-Term Contracts	42	43	121	121	163	164	327
955	1,046	262	234	1,217	1,280	2,497	856	864	209	191	1,065	1,055	2,120	134 - Out of which number of recruits aged 25 or less	809	748	200	179	1,009	927	1,936

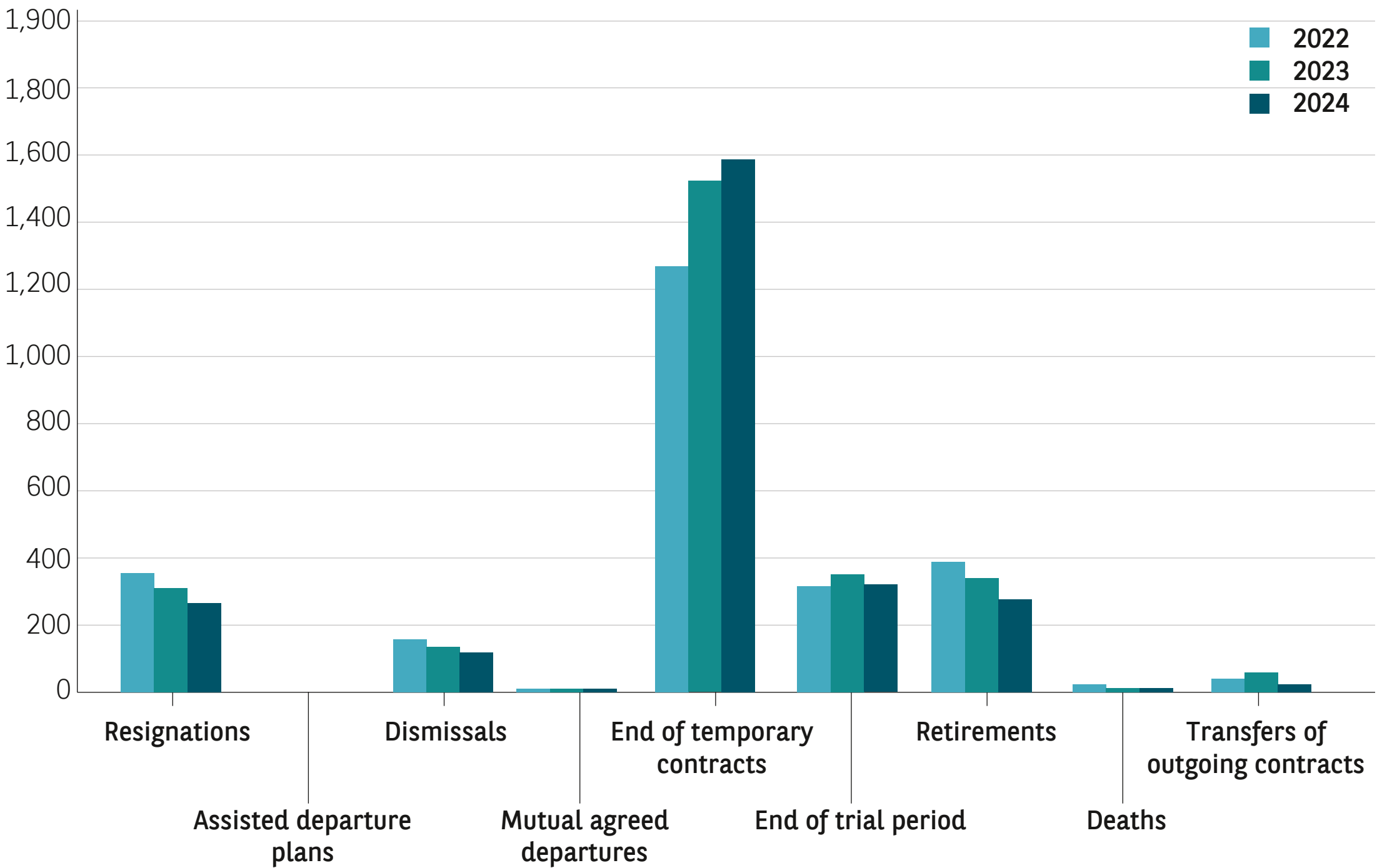


133 – NUMBER OF SEASONAL WORKERS

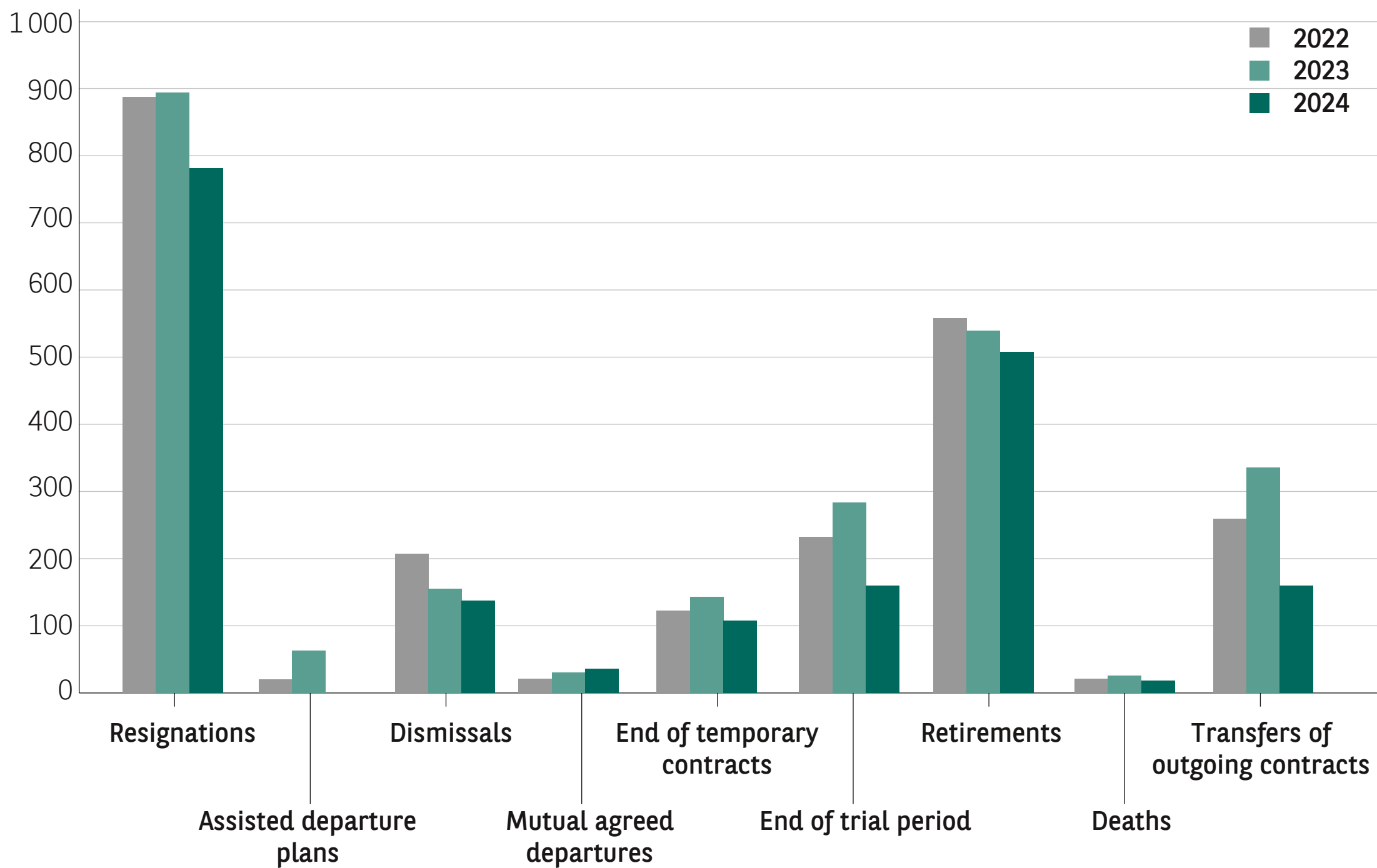
2022	2023	2024
4,001	3,810	3,479

14 | DEPARTURES

DEPARTURES: TECHNICAL STAFF



DEPARTURES: EXECUTIVE STAFF



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

2022							2023								2024						
TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2022	TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2023		TECHNICAL STAFF		EXECUTIVE STAFF		TOTAL		TOTAL 2024
Men	Women	Men	Women	Men	Women		Men	Women	Men	Women	Men	Women			Men	Women	Men	Women	Men	Women	
1,106	1,462	1,204	1,147	2,310	2,609	4,919	1,229	1,531	1,311	1,182	2,540	2,713	5,253	141 - TOTAL DEPARTURE	1,149	1,483	1,031	894	2,180	2,377	4,557
144	217	473	415	617	632	1,249	124	191	517	377	641	568	1,209	142 - Resignations	109	161	456	327	565	488	1,053
-	2	7	17	7	19	26	1	5	28	39	29	44	73	143 - Assisted departure plans	-	-	1	2	1	2	3
49	110	87	122	136	232	368	49	87	75	84	124	171	295	144 - Dismissals	37	83	62	79	99	162	261
4	9	12	13	16	22	38	6	4	16	16	22	20	42	144 A - Mutual agreed departure	5	9	14	24	19	33	52
616	651	52	73	668	724	1,392	759	766	62	84	821	850	1,671	145 - End of temporary contracts	779	808	40	70	819	878	1,697
158	162	132	102	290	264	554	171	182	159	128	330	310	640	146 - End of trial period	158	169	97	63	255	232	487
117	270	307	253	424	523	947	90	252	269	274	359	526	885	147 - Retirements	54	226	266	241	320	467	787
10	10	19	9	29	16	45	7	5	15	12	22	17	39	148 - Death	3	7	15	6	18	13	31
8	31	115	146	123	177	300	22	39	170	168	192	207	399	140 A - Transfers of outgoing contracts	4	20	80	82	84	102	186

OVERVIEW: RECRUITMENTS / DEPARTURES

2022	2023		2024
38,905	42,398	HEADCOUNT IN PREVIOUS YEAR	42,396
8,956	5,619	130-A - Total recruitments	4,489
- 4,919	- 5,253	141 - Total departures	-4,557
34	27	Balance of appointments with other Group entities	27
- 578	- 395	Transformations into Permanent-Term Contracts*	-327
42,398	42,396	HEADCOUNT IN CURRENT YEAR	42,028

\* Included in recruitments, not included in departures.





151 – NUMBER OF EMPLOYEES PROMOTED TO A HIGHER LEVEL

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
0	0	0	0	0	0	C	0	0	0
3	8	11	3	8	11	D	10	16	26
33	59	92	26	45	71	E	26	45	71
63	170	233	61	154	215	F	75	165	240
149	421	570	121	340	461	G	125	327	452
248	658	906	211	547	758	Technical staff	236	553	789
90	290	380	133	313	446	H	157	311	468
284	361	645	299	375	674	I	333	386	719
292	273	565	315	332	647	J	341	329	670
210	161	371	204	180	384	K	248	195	443
86	82	168	106	121	227	HC	102	113	215
962	1,167	2,130	1,057	1,321	2,378	Executive staff	1,181	1,334	2,515
1,210	1,825	3,036	1,268	1,868	3,136	TOTAL	1,417	1,887	3,304

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2,444	6,927	9,371	2,514	6,775	9,289	Technical staff	2,375	6,364	8,739
11,169	12,186	23,355	12,511	13,572	26,083	Executive staff	12,865	13,783	26,648
13,613	19,113	32,726	15,025	20,347	35,372	TOTAL	15,240	20,147	35,387

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2.65	7.02	9.67	2.27	5.89	8.16	Technical staff	2.70	6.33	9.03
4.12	5.00	9.12	4.05	5.06	9.12	Executive staff	4.43	5.01	9.44
3.70	5.58	9.28	3.58	5.28	8.87	TOTAL	4.00	5.33	9.34

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
10.15	9.50	9.67	8.39	8.07	8.16	Technical staff	9.94	8.69	9.03
8.61	9.58	9.12	8.45	9.73	9.12	Executive staff	9.18	9.68	9.44
8.89	9.55	9.28	8.44	9.18	8.87	TOTAL	9.30	9.37	9.34



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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
0	0	0	0	0	0	B	0	0	0
3	6	9	1	2	3	C	0	0	0
7	15	22	6	13	19	D	5	19	24
50	101	151	33	69	102	E	29	69	98
119	425	544	132	435	567	F	132	483	615
184	533	717	166	519	685	G	176	553	729
363	1,080	1,443	338	1,038	1,376	Technical staff	342	1,124	1,466
800	1,220	2,020	730	1,132	1,862	H	923	1,380	2,303
852	848	1,700	802	832	1,634	I	976	989	1,965
826	620	1,446	748	526	1,274	J	916	739	1,655
523	356	879	568	390	958	K	638	450	1,088
470	347	817	531	379	910	HC	631	489	1,120
3,471	3,391	6,862	3,379	3,259	6,638	Executive staff	4,084	4,047	8,131
3,834	4,471	8,305	3,717	4,297	8,014	TOTAL	4,426	5,171	9,597

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

2021			2022				2023		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2,444	6,927	9,371	2,514	6,775	9,289	Technical staff	2,375	6,364	8,739
12,831	13,180	26,011	14,306	14,700	29,006	Executive staff	14,641	14,956	29,597
15,275	20,107	35,382	16,820	21,475	38,295	TOTAL	17,016	21,320	38,336

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
3.9	11.5	15.4	3.6	11.2	14.8	Technical staff	3.9	12.9	16.8
13.3	13.0	26.4	11.7	11.2	22.9	Executive staff	13.8	13.7	27.5
10.8	12.6	23.5	9.7	11.2	20.9	TOTAL	11.5	13.5	25.0

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
14.9	15.6	15.4	13.4	15.3	14.8	Technical staff	14.4	17.7	16.8
27.1	25.7	26.4	23.6	22.2	22.9	Executive staff	27.9	27.1	27.5
25.1	22.2	23.5	22.1	20.0	20.9	TOTAL	26.0	24.3	25.0





153-A – TOTAL STATUS REVIEW

2022	2023		2024
11,341	11,150	Total number of status reviews	12,901
37	41	Average frequency of status reviews (in months)	36

16 | UNEMPLOYMENT

2022	2023		2024
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

2022	2023		2024
2,168	2,234	Number of individuals	2,550
1,989.46	2,127.83	BOETH headcount*	2,475.83

\*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)

2022	2023		2024
19	21	Number of individuals	22



2022				2023					2024			
Technical staff	Executive staff	TOTAL	RATE	Technical staff	Executive staff	TOTAL	RATE		Technical staff	Executive staff	TOTAL	RATE
426,206	405,647	831,853	5.71%	377,954	403,168	781,122	5.07%	182 - ILLNESS (1)	360,648	415,939	776,587	5.03%
9,391	7,651	17,041	0.12%	10,251	8,653	18,904	0.12%	out of which 1 or 2 days* are consecutive	11,034	9,359	20,393	0.13%
26,009	24,123	50,132	0.34%	24,002	24,683	48,684	0.32%	out of which 3 or 5 days* are consecutive	22,796	24,964	47,760	0.31%
390,807	373,874	764,680	5.25%	343,402	369,833	713,534	4.63%	out of which more than 6 days* are consecutive	326,818	381,617	708,435	4.59%
12,956	15,523	28,479	0.20%	14,214	16,487	30,701	0.20%	184 - Work-related and commuting accidents (2)	17,298	21,908	39,205	0.25%
439,162	421,170	860,332	5.91%	392,168	419,655	811,823	5.26%	TOTAL SICK AND WORK-RELATED ACCIDENT DAYS OF ABSENCE – A = (1) + (2)	377,945	437,847	815,792	5.29%
234,164	287,367	521,531	3.73%	198,246	277,570	475,816	3.21%	Out of which are paid illness and work-related accident days of leave	202,909	292,139	495,047	3.33%
77,108	125,851	202,959	1.39%	60,068	109,763	169,831	1.10%	185 - Maternity and paternity leave B	55,070	120,759	175,829	1.14%
75,073	124,287	199,360	1.43%	59,127	108,423	167,550	1.13%	out of which are paid leave linked to maternity or paternity	53,882	119,681	173,563	1.17%
77,455	84,739	162,194	1.11%	71,052	83,616	154,668	1%	186 - Authorized leave** (3)	66,482	84,156	150,638	0.98%
69,733	108,672	178,404	1.23%	68,600	109,767	178,367	1.16%	187 - Other reasons*** (4)	98,197	127,440	225,637	1.46%
147,188	193,411	340,598	2.34%	139,652	193,382	333,034	2.16%	TOTAL ABSENCES ON THE DECISION OF THE EMPLOYEE AND SPECIAL EVENTS C = (3) + (4)	164,679	211,596	376,275	2.44%
37,156	54,870	92,026	0.66%	33,753	52,495	86,247.50	0.58%	out of which paid leave is based on the decision of the employee and special events	63,738	83,427	147,165	0.99%
663,458	740,431	1,403,889	9.64%	591,888	722,800	1,314,688	8.53%	181-1 - GRAND TOTAL – A+B+C	597,694	770,201	1,367,895	8.87%
346,393	466,524	812,916	5.82%	291,126	438,488	729,613	4.92%	out of which paid leave - Grand total	320,529	495,246	815,775	5.48%
586,350	614,580	1,200,930	8.25%	531,820	613,037	1,144,857	7.42%	out of which leave is outside of maternity or paternity	542,624	649,442	1,192,066	7.73%
271,320	342,237	613,556	4.39%	231,999	330,065	562,063	3.79%	out of which paid leave is outside of maternity or paternity	266,647	375,566	642,212	4.32%

\*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

2022			2023				2024		
Technical staff	Executive staff	TOTAL	Technical staff	Executive staff	TOTAL		Technical staff	Executive staff	TOTAL
8.30	4.76	5.82	6.96	4.11	4.92	Rate of paid staff absenteeism	8.07	4.54	5.48
1.72	1.25	1.39	1.34	1.00	1.10	Rate of maternity and paternity leave	1.30	1.08	1.14
13.09	6.10	8.25	11.88	5.60	7.42	Rate without maternity and paternity leave	12.78	5.81	7.73
14.81	7.35	9.64	13.22	6.60	8.53	TOTAL	14.08	6.89	8.87

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
124	960	1,084	140	971	1,111	Technical staff	151	1,004	1,155
405	1,265	1,670	483	1,407	1,890	Executive staff	504	1,568	2,072
529	2,225	2,754	623	2,378	3,001	TOTAL	655	2,572	3,227

Number of employees on Flexitime.

191-A – PARENTAL CHILDCARE LEAVE EXCEEDING 3 MONTHS

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
1	169	170	3	166	169	Technical staff	1	153	154
3	137	140	8	138	146	Executive staff	12	115	127
4	306	310	11	304	315	TOTAL	13	268	281

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

192-A – SABBATICAL LEAVE EXCEEDING 3 MONTHS

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2	32	34	3	40	43	Technical staff	1	23	24
44	88	132	60	88	148	Executive staff	56	93	149
46	120	166	63	128	191	TOTAL	57	116	173

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

193-A – PATERNITY LEAVE AND ADOPTION LEAVE

2022			2023				2024		
Technical staff	Executive staff	TOTAL	Technical staff	Executive staff	TOTAL		Technical staff	Executive staff	TOTAL
4,150	13,573	17,723	3,007	11,742	14,749	Days off taken during the considered year	3,026	14,577	17,603
5,453	21,227	26,680	4,517	19,127	23,644	Days off theoretically permitted for the considered year	4,053	19,017	23,070

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 Januray 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. Employees must have at least nine months of service as of the date of the child’s arrival.

■ 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 to receive medical assistance for procreation and to undergo the associated medical exams, as per protocol. This authorised absence is paid.



# 02 | EMPLOYEE COMPENSATIONS AND RELAXED 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)

2022	2023		2024
4,062.0	4,501.5	TOTAL PERSONNEL COSTS	4,551.1
2,547.5	2,810.8	“Wages and Salaries”	2,844.1
2,062.2	2,261.2	Fixed remuneration including the remuneration bonus and lump-sum allowance (before deductions)	2,295.5
-108.6	-110.8	Deductions (sickness, maternity, flexitime, etc.)	-111.0
110.9	111.8	Miscellaneous allowances and overtime	100.9
425.9	495.4	Variable remuneration	503.7
2,490.3	2,757.6	Subtotal “Wages and Salaries”	2,789.1
57.2	53.2	Employer contributions to employee saving schemes and administrative expenses (excluding charges and relevant taxes)	55.0
1,010.8	1,130.8	“Social security contributions”	1,171.5
245.1	258.7	“Tax expenses”	222.9
258.6	301.2	“Incentive plans and profit-sharing” (payment with respect to the previous year)	312.7
35,555	37,519	Average monthly headcount in metropolitan France (Including Monaco)	37,578
71,649	74,916	Wages and salaries, average per employee in € (“Wages and Salaries” / Average monthly headcount)	75,684
78,923	82,944	Average employee remuneration (income) in € (including incentive plans, profit-sharing)	84,005
35,322	37,035	Average employer’s contributions per employee in €	37,104
30.9	30.9	Ratio of social security charges and tax expenses and total personnel costs	30.6
26.7	30.4	Aggregate employer’s contributions (Total personnel costs / Added Value)	33.7

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
1,856	1,845	1,849	1,951	1,932	1,940	B-C	2,064	2,022	2,041
2,123	2,175	2,156	2,223	2,272	2,256	D	2,263	2,304	2,290
2,347	2,399	2,382	2,442	2,487	2,472	E	2,504	2,540	2,528
2,528	2,601	2,582	2,623	2,696	2,676	F	2,683	2,763	2,741
2,859	2,915	2,901	2,941	3,019	2,999	G	2,976	3,080	3,052
2,611	2,702	2,677	2,708	2,806	2,780	Technical staff	2,779	2,884	2,855
3,432	3,417	3,423	3,559	3,535	3,545	H	3,636	3,624	3,629
4,352	4,224	4,284	4,526	4,382	4,450	I	4,605	4,476	4,537
5,412	5,185	5,313	5,622	5,387	5,517	J	5,712	5,504	5,619
6,760	6,407	6,613	7,222	6,631	6,982	K	7,143	6,745	6,982
9,970	8,982	9,588	10,767	9,412	10,228	HC	10,547	9,353	10,067
5,379	4,645	5,007	5,692	4,862	5,273	Executive staff	5,758	4,983	5,366
4,964	4,031	4,441	5,276	4,248	4,704	TOTAL	5,360	4,392	4,825

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

2024								
MEN					WOMEN			
Average Age	1 <sup>st</sup> decile	Median	9 <sup>th</sup> decile		Average Age	1 <sup>st</sup> decile	Median	9 <sup>th</sup> decile
30	23,351	26,580	30,002	C	35	23,241	25,501	26,358
31	25,371	28,469	32,976	D	33	26,019	28,566	33,199
36	28,485	31,717	36,502	E	36	27,242	31,304	34,868
38	30,511	34,447	38,225	F	41	30,160	34,351	38,099
42	34,009	38,358	43,741	G	45	33,401	38,610	43,793
40	30,373	35,698	41,777	Technical staff	43	30,174	36,243	42,069
37	40,878	47,456	56,078	H	40	39,467	46,612	54,986
43	51,788	60,424	74,383	I	44	49,369	58,386	68,981
47	64,553	75,572	95,305	J	46	62,546	73,286	87,790
49	81,136	99,392	143,942	K	49	78,985	93,539	119,260
53	109,354	159,202	390,115	HC	52	100,242	138,569	277,242
45	46,205	70,550	146,003	Executive staff	44	43,311	60,200	109,568

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

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





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

2022	2023		2024
25,740	27,151	99% of employees earned at least	28,052
30,679	32,233	95% of employees earned at least	33,072
33,482	35,294	90% of employees earned at least	36,238
35,907	37,888	85% of employees earned at least	38,909
38,382	40,718	80% of employees earned at least	41,861
40,651	43,243	75% of employees earned at least	44,451
43,064	45,505	70% of employees earned at least	46,928
45,288	47,988	65% of employees earned at least	49,454
47,897	50,663	60% of employees earned at least	52,265
50,811	53,625	55% of employees earned at least	55,345
53,763	56,846	50% of employees earned at least	58,676
57,244	60,463	45% of employees earned at least	62,354
61,827	65,153	40% of employees earned at least	66,340
65,763	69,335	35% of employees earned at least	70,496
70,297	74,133	30% of employees earned at least	75,451
75,761	79,899	25% of employees earned at least	81,327
82,882	87,479	20% of employees earned at least	89,023
91,584	98,241	15% of employees earned at least	100,070
109,701	114,929	10% of employees earned at least	118,039
150,606	157,431	5% of employees earned at least	160,651
328,253	365,448	1% of employees earned at least	360,279
4.9	4.9	Ratio of the 5% and 95%	4.9
10.7	11.3	Ratio of the 1% et 95%	10.9

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 RESPECTIVE

2022	2023		2024
6.5	6.4	TOTAL	6.7

222 – TOTAL OF THE TEN HIGHEST PAY PACKAGES

2022	2023		2024
25,702,345	26,046,246	TOTAL	26,904,094

2022	2023		2024
45.43	62.67	242 – TOTAL PAYMENTS TO TEMPORARY EMPLOYMENT AGENCIES (in millions of euros)	30.77

26 | COMPANY PROFIT SHARING SCHEME AND MATCHING CONTRIBUTIONS

2022	2023		2024
143.0	152.5	261 – SPECIAL PROFIT SHARING RESERVE TOTAL AMOUNT WITH RESPECT TO THE YEAR IN QUESTION (in millions of euros)	160.6
158.2	159.8	261 – INCENTIVE SCHEMES TOTAL AMOUNT WITH RESPECT TO THE YEAR IN QUESTION (in millions of euros)	177.3

2022		2023			2024	
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)						
2,759	2,759	2,910	2,910	Minimum share	3,109	3,109
4,956	6,897	4,831	7,275	Maximum share	5,304	7,772
2,766	4,061	2,914	4,199	Average amount	3,115	4,376
262 – INDIVIDUAL AMOUNT AND AVERAGE AMOUNT IN INCENTIVE SCHEMES PER PARTICIPATING EMPLOYEE (in euros)						
3,142	3,142	3,134	3,134	Minimum share	3,521	3,521
5,406	7,406	5,004	7,384	Maximum share	5,795	8,352
3,145	4,479	3,135	4,385	Average amount	3,522	4,828

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

2022	2023		2024
2.03	2.20	263 – PROPORTION OF CAPITAL HELD BY EMPLOYEES THROUGH EMPLOYEE SHARE OWNERSHIP PLANS (as %)	2.20
65.23	61.87	264-A – EMPLOYER CONTRIBUTIONS PAID WITHIN THE FRAMEWORK OF THE EMPLOYEE SAVINGS SCHEME (in million euros)	65.86

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
16	38	54	20	51	71	Technical staff	17	70	87
23	58	81	30	50	80	Executive staff	32	59	91
39	96	135	50	101	151	TOTAL	49	129	178

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
1,114	2,976	4,090	631	3,242	3,873	Technical staff	1,012	4,943	5,955
1,778	3,623	5,401	2,495	3,246	5,741	Executive staff	3,054	6,103	9,157
2,892	6,599	9,491	3,126	6,488	9,614	TOTAL	4,066	11,046	15,112

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

2022			2023			2024		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
1	5	6	1	8	9	9	7	16

314 – NUMBER OF FATAL ACCIDENTS PER GENDER

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
0	0	0	0	0	0	Commuting	0	0	0
1	0	1	1	0	1	Work-related	0	0	0

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

2022			2023			2024		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
79	140	219	79	127	206	62	142	204



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

2022			2023			2024		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
2	8	10	0	2	2	3	10	13

32 | BREAKDOWN OF ACCIDENTS BY MATERIAL ASPECT

2022			2023				2024		
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
11	19	30	11	18	29	322 - Number of accidents involving falls from height	10	37	47
0	0	0	1	0	1	323 - Number of accidents caused by machines, excluding those involving the above codes	0	0	0
5	14	19	4	5	9	324 - Number of accidents involving handling, transfer or storage	6	13	19
2	2	4	3	4	7	325 - Number of accidents caused by accidental movement of objects	2	7	9
21	61	82	31	74	105	326 - Other cases of accidents	31	72	103
0	0	0	0	0	0	326 - Including declarations following bank robberies	0	0	0

35 | EXPENDITURE ON SAFETY

351 – STAFF TRAINING ON SAFETY

2022			2023			2024		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
5,649	7,302	12,951	12,117	15,483	27,600	11,487	13,778	25,265

352 – EXPENDITURE ON SAFETY (in millions of euros)

2022	2023	2024
33.31	32.70	35.65





# 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

2022	2023	2024
49	31	41

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

2022			2023			2024		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
12,132	10,969	23,101	12,490	11,214	23,704	12,701	11,500	24,201

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.”

Discussions between managers and employees under the annual working days scheme take place throughout the year regarding work activity. In addition, a dedicated annual review covering workload, work organization, work-life balance, and compensation is formalized in AboutMe tool for employees under this scheme. 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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
675	2,332	3,007	568	2,024	2,592	Technical staff	507	1,911	2,418
1,099	1,555	2,654	972	1,410	2,382	Executive staff	941	1,377	2,318
1,774	3,887	5,661	1,540	3,434	4,974	TOTAL	1,448	3,288	4,736

414 – NUMBER OF EMPLOYEES WORKING PART-TIME

	2022			2023				2024		
	Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
90%	12	245	257	12	242	254	Technical staff	8	234	242
	14	306	320	21	318	339	Executive staff	17	336	353
	26	551	577	33	560	593	TOTAL	25	570	595
	2022			2023				2024		
	Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
80%	38	1,198	1,236	36	1,077	1,113	Technical staff	41	950	991
	68	1,128	1,196	77	1,068	1,145	Executive staff	79	1,030	1,109
	106	2,326	2,432	113	2,145	2,258	TOTAL	120	1,980	2,100
	2022			2023				2024		
	Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
60%	8	146	154	7	136	143	Technical staff	4	127	131
	16	87	103	19	94	113	Executive staff	22	99	121
	24	233	257	26	230	256	TOTAL	26	226	252
	2022			2023				2024		
	Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
50%	58	261	319	49	245	294	Technical staff	47	232	279
	41	117	158	38	123	161	Executive staff	31	139	170
	99	378	477	87	368	455	TOTAL	78	371	449
	2022			2023				2024		
	Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
OTHER PART-TIME	11	89	100	12	92	104	Technical staff	12	93	105
	21	64	85	22	58	80	Executive staff	19	65	84
	32	153	185	34	150	184	TOTAL	31	158	189
	2022			2023				2024		
	Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
TOTAL PART-TIME	127	1,939	2,066	116	1,792	1,908	Technical staff	112	1,636	1,748
	160	1,702	1,862	177	1,661	1,838	Executive staff	168	1,669	1,837
	287	3,641	3,928	293	3,453	3,746	TOTAL	280	3,305	3,585



2022			2023			2024		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL

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

3.2	22.5	16.4	3.0	21.9	15.9	Technical staff	3.0	21.6	15.5
1.1	11.2	6.2	1.2	10.7	6.1	Executive staff	1.1	10.6	6.0
1.6	15.2	9.3	1.6	14.6	8.8	TOTAL	1.5	14.2	8.5

414-A – NUMBER OF EMPLOYEES WORKING FULL-TIME

3,819	6,697	10,516	3,720	6,400	10,120	Technical staff	3,593	5,954	9,547
14,409	13,545	27,954	14,694	13,836	28,530	Executive staff	14,847	14,049	28,896
18,228	20,242	38,470	18,414	20,236	38,650	TOTAL	18,440	20,003	38,443

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

34	245	279	31	224	255	Technical staff	30	202	232
59	230	289	71	230	301	Executive staff	61	254	315
93	475	568	102	454	556	TOTAL	91	456	547

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

20	173	193	21	159	180	Technical staff	19	165	184
38	198	236	34	198	232	Executive staff	42	214	256
58	371	429	55	357	412	TOTAL	61	379	440



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 €6. An enhanced allowance of €7.40 per day is available for employees working non-standard hours, as provided by the Social and Economic Committee (CSE).
- **FAMILY TAX CREDIT:** Expenses incurred for the care of young children—after deducting contributions from the CAF and the Social and Economic Committee—may qualify for a tax credit.  
  
To be eligible, the child must be under 6 years old as of January 1 of the tax year and be a dependent for tax purposes.  
  
Under the new withholding tax system, 60% of the tax credit based on the previous year’s declared childcare expenses is advanced in January. The remaining balance is paid during the summer.

416 – NUMBER OF FAYS OF ANNUAL HOLIDAYS

26 days of annual holidays +1 additional day.

417 – PAID PUBLIC HOLIDAYS (1<sup>st</sup> of may included)

2022	2023		2024
5	5	Mondays Off	6
7	9	Saturdays Off	10

2022			2023			2024		
Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL

421 – NUMBER OF EMPLOYEES ON FLEXIBLE WORKING HOURS

366	734	1,100	449	806	1,255	Technical staff	386	677	1,063
190	383	573	190	415	605	Executive staff	98	214	312
556	1,117	1,673	639	1,221	1,860	TOTAL	484	891	1,375

421-A – NUMBER OF EMPLOYEES WORKING NIGHTS

200	172	372	25	0	0	Technical staff	29	1	30
74	112	186	0	0	0	Executive staff	0	0	0
274	284	558	25	0	25	TOTAL	29	1	30

45 | EXPENDITURE TO IMPROVE WORKING CONDITIONS

2022	2023	2024
36.91	49.19	451 – EXPENDITURE TO IMPROVE WORKING CONDITIONS (in millions euros) 52.51

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



# 05 | TRAINING

51 – In-Service Professional Training

52 – Training Leave

53 – Work-Study Contract





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

2022	2023		2024
4.53	4.24	As % of payroll	4.16

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

2022	2023		2024
113.8	118.8	Expenditure on training	118.9

513 – NUMBER OF STAFF TRAINED

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
2,662	6,942	9,604	2,651	6,611	9,262	Technical staff	2,673	6,395	9,068
14,177	14,661	28,838	14,880	15,174	30,054	Executive staff	14,472	14,688	29,160
16,839	21,603	38,442	17,531	21,785	39,316	TOTAL	17,145	21,083	38,228

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)

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
92	120	212	112	113	225	Technical staff	94	124	218
33	46	79	23	40	63	Executive staff	30	36	66
125	166	291	135	153*	288	TOTAL	124	160	284

\*Updated dat.

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
92	120	212	90	79	169	Technical staff	92	124	216
29	40	69	21	32	53	Executive staff	30	35	65
121	160	281	111	111	222	TOTAL	122	159	281

514 – NUMBER OF TRAINING HOURS BY LEVEL

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
112,814	256,649	369,463	12,453	253,238	373,691	Technical staff	133,249	239,249	372,498
337,730	384,515	722,245	414,091	437,123	851,215	Executive staff	449,640	480,056	929,696
450,544	641,164	1,091,708	534,545	690,361	1,224,906	TOTAL	582,890	719,304	1,302,194

515-1 – NEW LEARNING AREAS AND CATEGORIES

		Number of hours			Number of training sessions		
		2022	2023	2024	2022	2023	2024
01 - CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITIES	Quality	3,250	2,988	2,123	15,495	11,199	12,249
	Group Knowledge and Induction	16,440	14,041	18,232	24,325	21,217	14,934
	Strategy and Ethics General Orientation	30,816	14,329	6,907	104,416	29,342	11,983
	Security	10,753	13,799	16,201	19,757	54,937	37,612
	Sustainable Finance & CSR	204	11,726	49,769	553	19,033	19,954
	Diversity - Equity- Inclusion	127	1,071	1,258	39	618	1,881
TOTAL 01 - CULTURE AND KNOWLEDGE OF THE GROUP AND ITS ENTITY		61,590	57,954	94,490	164,585	136,346	98,613
02 - BUSINESS LINES TECHNICAL TRAINING	Marketing and Digital Marketing*	51,942	23,002	33,258	39,297	19,988	23,920
	Banking Diplomas	14,595	11,980	26,007	2,598	8,024	7,305
	Financial and Banking Products and Services	155,472	208,615	174,395	140,601	90,413	86,309
	Financial Products and Services	3,792	169	-	4,205	687	-
	Securities Servicies	2,865	4,133	6,206	11,757	19,166	21,639
	Insurance	163,271	244,497	216,578	314,950	480,553	481,109
	Corporate Finance	589	828	923	185	315	400
	Credit and Finance	102,057	112,353	99,496	70,463	185,634	160,463
	Advisory Service - Wealth Management	48,482	36,591	42,129	78,422	34,033	18,607
	Asset Management	18,629	13,245	15,030	4,296	3,144	25,398
	Real Estate	62,535	9,353	19,648	176,488	36,143	24,823
	Capital Markets	5,400	6,300	7,314	14,033	13,689	13,659
	Sustainable Product & Services	49	6,464	2,589	53	12,939	3,974
	Sales Techniques	-	82	492	-	107	227
	Factoring	-	1	215	-	6	201
	Leasing	-	-	17	-	-	49
TOTAL 02 - BUSINESS LINES TECHNICAL TRAINING		629,679	677,614	644,297	857,348	904,841	868,083



515-1 – NUMBER OF HOURS OF TRAINING PER AREA

		Number of hours			Number of training sessions		
		2022	2023	2024	2022	2023	2024
03 - TECHNICAL TRAINING SUPPORT FUNCTIONS	Legal and Tax Affairs	3,806	4,456	4,146	10,735	11,193	10,441
	Human Resources	15,530	23,356	15,248	17,093	85,050	14,612
	IT	10,206	27,859	63,148	3,939	66,224	67,613
	Back Offices	5,516	6,548	4,548	12,591	15,859	7,319
	Accounting, Finance and Management Control	3,729	7,397	6,376	1,817	2,803	1,929
	Procurement and Logistics	166	602	1,207	78	357	318
	Internal Audit and Control	14,568	8,163	7,041	2,630	1,560	2,124
	Communication & digital branding	1,751	3,830	10,876	729	2,435	38,742
	Social and Environmental Responsibility	7,528	13,644	14,406	25,416	40,690	61,381
	Data & analytics	-	5,162	27,537	-	1,921	5,643
	Agile & Process management	-	3,261	8,148	-	989	3,257
	Artificial Intelligence & Intelligent Automation	-	1,447	4,512	-	959	4,581
	Fintech & Block Chain	-	210	285	-	201	156
	Cybersecurity	-	10,770	29,401	-	32,191	106,427
	Digital working tools	-	3,234	6,992	-	3,860	12,854
TOTAL 03 - TECHNICAL TRAINING SUPPORT FUNCTIONS		62,800	119,938	203,872	75,028	266,292	337,397
04 - RISKS	Non-compliance risks / Reputational risk	2,984	3,375	1,266	7,175	6,547	2,693
	Compliance risks - Financial security (FS) & Know your customer (KYC)	27,280	31,276	29,857	55,189	67,206	37,633
	Non-compliance risks / Banking structure	259	290	456	309	124	767
	Anti-Corruption & Professional Ethics (PE)	2,033	19,842	16,098	5,458	53,280	47,649
	Non-compliance risks / Conflict of interests	705	7,262	513	4,126	39,478	2,656
	Non-compliance risks / Protection of data	9,746	32,574	10,703	38,032	78,467	42,148
	Non-compliance risks / FATCA/AEOI	8,430	1,928	-	15,389	3,264	-

515-1 – NUMBER OF HOURS OF TRAINING PER AREA

		Number of hours			Number of training sessions		
		2022	2023	2024	2022	2023	2024
04 - RISKS	Non-compliance risks / General awareness-building	3,033	6,884	10,013	43,668	8,426	44,915
	Non-compliance risks / Know your customer (KYC)	1,301	249	-	4,795	750	-
	Compliance Risks - Markets integrity	13,576	13,937	3,817	49,291	62,770	14,886
	Non-compliance risks / Professional ethics	274	100	-	715	325	-
	Non-compliance risks / Protection of the customer’s interests (PCI)	21,179	14,851	19,639	69,106	70,185	68,489
	Non-compliance risks / Sanctions and embargoes	31,451	3,760	-	40,708	5,241	-
	Non-compliance risks / Specific issues	1,730	30,053	25,916	2,773	48,189	70,031
	Non-compliance risks / Cross-functional financial security	154	1,615	1,874	414	1,916	959
	Credit risk and counterparty risk	8,553	3,452	6,739	12,530	3,714	5,544
	Insurance risk	2	11	1	1	3	1
	Market risk	4	1,420	1,315	3	5,013	4,930
	Operational risk and permanent control	4,264	6,675	12,481	4,285	9,854	9,936
	Technological risks	10,871	3,960	2,926	45,059	10,409	7,251
TOTAL 04 - RISKS		147,829	183,514	143,610	399,026	475,161	360,488
05 - INDIVIDUAL COMPETENCIES	Personal Development	47,213	56,795	88,888	26,686	29,102	34,710
	Project Management and Organization	26,761	32,240	21,969	6,644	7,005	2,889
	Languages	14,853	16,638	30,701	1,543	1,681	3,127
	Career Support	10,048	8,127	8,702	3,512	4,310	6,212
	IT Tools and NTIC	3,536	1,367	21	1,320	1,097	687
	First Aid & Safety at Work	2,403	3,223	12,624	1,330	1,984	2,051
	Smart Working	-	87	378	-	36	145
TOTAL 05 - INDIVIDUAL COMPETENCIES		104,814	118,477	163,285	41,035	45,215	49,821

515-1 – NUMBER OF HOURS OF TRAINING PER AREA

		Number of hours			Number of training sessions		
		2022	2023	2024	2022	2023	2024
06 - MANAGEMENT	Leadership & Vision	4,182	6,992	9,294	431	1,047	2,646
	Performance Management	9,662	373	-	2,183	169	-
	Team Management	17,113	26,747	23,593	6,318	6,410	6,807
	Management Values and Principles	8,126	17,637	19,701	6,609	6,266	15,530
TOTAL 06 - MANAGEMENT		39,082	51,749	52,588	15,541	13,892	24,983
08 - DIGITAL	Gamification and Technological Vigil	3	6	-	23	29	-
	Digital Branding and online Communication	6,826	451	-	34,057	2,254	-
	User Experience	252	35	-	205	39	1
	Social Media	19	5	-	35	9	-
	Marketing on line	176	48	-	123	33	-
	IT & Process	3,924	2,162	32	1,950	1,834	70
	Web analytics & Data	4,336	2,888	-	2,303	661	-
	Sales & e-business	306	64	-	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	20	8,875	3,826	8
	Digital transformation Managment	45	4	-	62	1	-
	Block Chain	121	306	-	85	32	-
TOTAL 08 - DIGITAL		45,913	15,660	52	147,669	25,751	79
TOTAL		1,091,708	1,224,906	1,302,194	1,700,232	1,794,638	1,739,464



515-2 – NUMBER OF HOURS BY TYPE OF TRAINING

2022	2023		2024
523,501	670,870	Classroom training sessions / on-the-job training	461,828
568,207	554,036	Open distance learning	840,366
1,091,708	1,224,906	TOTAL	1,302,194

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 01/01/2024	6	1	7	12	10	22	29
2023 Requests accepted by management	8	4	12	21	17	38	50
Requests refused by management	0	0	0	0	0	0	0
ITL completed in 2024	4	1	5	10	7	17	22
On-going ITL at 01/01/2025	1	0	1	5	3	8	9

53 | WORK-STUDY CONTRACTS

531 – NUMBER OF APPRENTICESHIP AND OTHER WORK-STUDY CONTRACTS AT DECEMBER 31<sup>st</sup>

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
1,193	1,101	2,294	1,261	1,121	2,382	Apprenticeship	1,257	1,030	2,287
108	93	201	90	87	177	Other work-study contracts	58	68	126
1,301	1,194	2,495	1,351	1,208	2,559	TOTAL	1,315	1,098	2,413



# 06 | PROFESSIONAL RELATIONS

61 – Employee Representatives

62 – Employee Communications

63 – Disputes





611 – PARTICIPATION IN EMPLOYEE REPRESENTATIVE ELECTIONS

Body of electors	2024	
	Number registered	As % of voters
Technical staff	-	-
Executive staff	-	-

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 459.600 hours, including committee meetings or meetings with management.

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

2022	2023	Number of meetings	2024
239	248		253

614 - DATE OF SIGNATURE AND SUBJECT OF AGREEMENTS SIGNED IN THE COMPANY

■ Interest - Participation - Wage Savings

- Agreement on the guaranteed minimum amounts for the revision of individual situations within BNP Paribas SA, signed on 16 July 2024
- Amendment to the Group agreement of 21 December 2009 on the rules of the Company Savings Plan (PEE), signed on 19 November 2024
- Amendment to the Group agreement of 21 December 2009 on the rules of the Group Retirement Savings Plan (PERECO), signed on 19 November 2024
- Amendment defining the matching rules applicable to BNP Paribas SA employees under the Group’s Company Savings Plan (PEE), signed on 19 November 2024
- Agreement defining the matching rules applicable to BNP Paribas SA employees under the Group’s Retirement Savings Plan (PERECO), signed on 19 November 2024
- Agreement defining the conditions applicable to the Group Mandatory Retirement Savings Plan (PERO) within BNP Paribas SA, signed on 5 December 2024

■ Working Time / Organization / Quality of Life at Work

- Agreement on the implementation of a sustainable mobility pass within the BNP Paribas Group in France, signed on 19 February 2024

- Agreement defining the implementation conditions within BNP Paribas SA of the agreement on the sustainable mobility pass in the BNP Paribas Group in France, signed on 19 February 2024
- Agreement on additional communication resources allocated to trade unions of BNP Paribas SA, signed on 29 March 2024
- Amendment on the establishment of the BNP Paribas Group European Works Council following Brexit, signed on 29 March 2024
- Amendment to the Group agreement of 16 July 2004 on the mandatory health expense reimbursement scheme, signed on 1 July 2024
- Amendment to the Group provident agreement of 4 July 2008 on the flexible provident scheme, signed on 1 July 2024
- Amendment to the agreement of 24 July 2020 on diversity and inclusion within BNP Paribas SA, signed on 30 September 2024
- Agreement on fundamental rights and the global framework of the BNP Paribas Group, signed on 4 November 2024
- Agreement on Quality of Life and Working Conditions (QLWC) within BNP Paribas SA, signed on 4 November 2024
- Agreement following the mandatory annual negotiation, signed on 19 November 2024
- Company-wide agreement on the organization of working time within the anti-fraud department of BNP Paribas SA based in Vineuil, signed on 22 November 2024



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

2022	2023	2024
43	90	80

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 col-laborators. Through different media of internal communication made available (video interviews, podcasts, etc.) all collaborators have been informed of current news and events that have impacted activity.
- Information is also disseminated by targeted, **internal mass-mailings** and via organisation of meetings, declaration of notes, minutes, memorandums, procedures, etc. In addition, there are numerous other information supports and communications within BNP Paribas S.A., in the centers, professions and functions. The growing use of internal social networks within the company also demonstrates the use of collaborative and transversal means of exchange.

- **Internal communication** is a medium of cohesion for collaborators. Internal communication addresses all of the Group collaborators with the following objectives:
    - explain the organisation and strategy of the company
    - promote the culture and values of BNP Paribas
    - reinforce collaborate adhesion. Internal communication concentrates its efforts on sharing information, exchanges between collaborators and the synergy between professions.
- All collaborators have been informed of current news and events that have impacted activity. They have been made aware of new regulatory demands, large scale projects, and the strategy put into place by the Group

624 – INDIVIDUAL INTERVIEWS

- Thanks to the annual individual appraisal interview, it is possible:**
- For the reporting period in question, firstly, to appraise the employees’ performance in terms of how well they achieved their predetermined objectives, fulfilled their responsibilities, mastered the skills required for their position and, secondly, to provide feedback on how beneficial training programs followed by the employees have been to their professional performance.

- For the forthcoming reporting period, to define future orientations, which include job targets in addition to the identification of needs for professional growth and future career prospects.
- The process is digitized via the My Development platform on a yearly basis.



625 – NUMBER OF EMPLOYEES ATTENDING THE INDIVIDUAL APPRAISAL INTERVIEW

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

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

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

2022			2023				2024		
Men	Women	TOTAL	Men	Women	TOTAL		Men	Women	TOTAL
1,888	5,058	6,946	1,883	5,126	7,009	Technical staff	1,601	4,291	5,892
8,777	9,430	18,207	9,368	10,158	19,526	Executive staff	9,986	10,440	20,426
10,665	14,488	25,153	11,251	15,284	26,535	TOTAL	11,587	14,731	26,318

63 | DISPUTES

631 – NUMBER OF APPEALS TO EXTRAJUDICIAL ARBITRATION SYSTEMS

2022	2023		2024
5	5		5
6	4		2

632 – NUMBER OF LEGAL PROCEEDINGS

2022	2023	2024
75	76*	73**

\*Update of the data following the receipt of one referral in January 2024 concerning the year 2023

\*\*Including one referral initiated by an individual outside BNP Paribas

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

2022	2023	2024
1	2	0





# 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)

2022	2023		2024
21.96	24.85	Restaurants	25.89
10.13	12.57	Commuting	15.42
1.86	1.93	Medical expenses (Paris and the Provinces)	2.00
7.96	8.55	Family benefits	8.59
0.38	0.33	Miscellaneous benefits	0.39
42.29	48.23	TOTAL	52.29

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

2022	2023		2024
28.97	28.80	Contribution to midday meal expenses	30.05
3.32	3.85	Family welfare	3.67
3.29	3.68	Contribution to childminding fees	3.64
0.03	0.17	Miscellaneous aid	0.03
18.41	21.71	Leisure activities	22.55
17.75	19.70	Summer camps and contribution to employees’ holidays	20.10
0.65	1.44	A.S.C	2.44
0.01	0.03	Miscellaneous	0.01
14.04	15.29	Locally based activities	15.60
1.95	2.32	Miscellaneous	1.67
1.34	1.62	Administrative costs	1.15
0.61	0.71	Investments	0.52
66.69	71.42	TOTAL	73.54



712 – TOTAL WELFARE BUDGET (in millions of euros)

2022	2023		2024
42.29	48.23	Budget allocated by Senior Management	52.29
66.69	71.42	Budget allocated to the Central Works Council*	73.54
108.98	119.65	TOTAL	125.83

\* Estimated expenditure for the reference year.

72 | OTHER WELFARE CONTRIBUTIONS

■ BNP Paribas Group Health Insurance

Employees benefit from a group health insurance plan provided by the BNP Paribas Group Mutual. This plan offers reimbursement for healthcare expenses. Coverage may also be extended, on an optional basis, to dependents (spouse, children, etc.) and retirees retired former employees.

In 2024, the employer’s contribution amounted to €16.63 million.

■ Flexible Welfare Plan

The Flexible Welfare Plan is an insurance policy underwritten by Cardif Assurance Vie. It provides financial benefits protection to employees and their families in the event of long-term sick leave, disability, or death of the employee. The level of benefits provided by the Plan can be adapted by employees may tailor adapt their level of coverage according to reflect their personal or family circumstances situation.

For the 2024 financial year, the employer’s contribution amounted to €26.68 million.

■ Mandatory Retirement Savings Pension Plan (PERO)

After one year of service, employees are covered by enrolled in the Mandatory Retirement Savings Pension Plan (PERO), underwritten by Cardif Retraite. This defined-contribution supplementary pension scheme enables provides employees to build up with retirement savings, which are paid out as a life annuity and/or lump sum, in addition to statutory pension served by legal retirement schemes benefits.

The plan is funded by mandatory contributions from both the employer and the employee, with the option for employees to make additional voluntary contributions investments.

In 2024, the employer’s contributions amounted to €29.64 million.



