



# **WORKPLACE EQUALITY AGREEMENT**

EUROPEAN SOCIAL CHARTER

**September 16, 2014**



**BNP PARIBAS**

Group Human Resources



**AGREEMENT  
EUROPEAN SOCIAL CHARTER  
WORKPLACE QUALITY**

**It is hereby agreed, by and between:**

**Yves MARTRENDAR**, Head of Group Human Resources, on behalf of the BNP Paribas Executive Committee,

**ON THE ONE HAND,**

**And:**

- The European Federations:

**Jean-Marc GUEGUEN**,  
on behalf of the European Federation of Credit Establishment Managerial Staff (FECEC)

**Sébastien BUSIRIS**,  
on behalf of the European Trade Union Federation for Services and Communication (UNI Europa)

-- The members of the European Works Council:

**Gabriel Di LETIZIA**,  
BNP Paribas European Works Council Secretary

**Luc BROOS**,  
BNP Paribas European Works Council Assistant Secretary

**Silvia ROMANO**,  
BNP Paribas European Works Council Assistant Secretary

*Furthermore, it is to be noted that*

**Ana ANDRADE**,  
Former BNP Paribas European Works Council Secretary, and  
**Mara SOCAL**,  
Former BNP Paribas European Works Council Office Member

*have contributed significantly to the negotiation process of the present Agreement.*

**ON THE OTHER HAND,**

**THAT:**

## **INTRODUCTION**

BNP Paribas was one of the first banking groups to commit to a policy preventing discrimination and promoting diversity in general, and in particular, workplace equality. Promoting workplace equality is one of the BNP Paribas Group's main objectives, as it considers that:

- it represents a human community integrated into society, with a social and societal responsibility;;
- it requires all kinds of talent to ensure economic development;;
- the diversity of women and men in its teams brings more creativity and therefore a better performance.

As of 2006, discrimination has been identified within the Group as one of the 30 main operational risks, in accordance with the efforts made by the President and the letter sent to all employees in 2007 by the CEO. By the current Agreement, the Senior Management of BNP Paribas, its European Works Council and the two European federations FECEC and UNI, intend to confirm and reinforce the efforts made in favour of workplace equality within the European Group Companies, and to guarantee each woman and each man, at every stage of their professional life, equal treatment based upon their skills and performance, whatever their gender may be.

This Agreement follows the first European Agreement signed on 10 July 2012 relating to the management of employment, and therefore constitutes the second part of BNP Paribas' European social charter.

It applies, within the geographical perimeter of the European Works Council, to the branches and subsidiaries effectively controlled and integrated globally by BNP Paribas.

This Agreement establishes a collective framework and is not intended to be a substitute for any national legislation and/or collective national and/or business agreement currently in force or which could be negotiated at a later date when their provisions are more favourable.

## **HEADING 1: GUARANTEE EQUALITY OF OPPORTUNITY IN CAREER MANAGEMENT**

### **1.1 RECRUITEMENT PRACTICES**

#### Article 1: Vacancies

The Companies within the Group in Europe are asked to ensure that no discriminatory criteria appear when publishing vacancies, either internally or externally. Therefore, they must be careful that the titles and terms used are chosen in such a way that allows, without differentiation, applications from both women and men. These principles shall be applied to all types of contract: permanent contracts, temporary contracts, internships, work--study training contracts, etc.

#### Article 2: Application selection process

As exercising a professional activity within the companies of the BNP Paribas Group in Europe is open to both women and men indiscriminately, the recruitment process is therefore unique and identical selection criteria are applied. These criteria are based on skills, qualifications and experience.

In particular, a woman's pregnancy (real or supposed) must not be taken into consideration as a ground for refusing to recruit her.

#### Article 3: Diversity of applications and recruitment

The BNP Paribas Group will ensure it preserves a necessary balance when recruiting women and men. During recruitment, the respective share of women and men amongst the successful candidates must aim, in terms of skills, experience and equivalent profiles, to correspond to the representation of women and men amongst the candidates as a whole.

#### Article 4: Wage equality upon employment

The salary upon employment is linked to the level of education and experience acquired as well as the type of responsibilities entrusted; it does not in any way take the gender of the person being recruited into account.

## **1.2. PROMOTION AND CAREER DEVELOPMENT**

#### Article 1: Talent identification

The BNP Paribas Group wants to offer the same opportunities to women and men in terms of career paths and development; they must be able to reach any position, whatever the level of responsibility, including the very highest levels. In this respect, women's access to positions of responsibility is ensured by using the same criteria as for men. These criteria must not be discriminatory.

The criteria for talent identification, job appraisals and career management are the same for women as for men. They are based exclusively on the recognition of skills, experience, performance and professional qualities.

#### Article 2: Accession to management positions

The senior management of the BNP Paribas Group encourages access for women to executive positions, including the highest decision making bodies and management positions more generally.

While the proportion of women occupying senior manager positions in Europe was at 22% on 31 December 2012, BNP Paribas confirms its commitment to a target of 25% by the 31 December 2014 deadline.

To reach this target, the signatories invite the various countries and entities to identify key positions within career paths, and help to increase the number of women in those positions.

### Article 3: Mobility management

The agreement on employment management in Europe, the first part of the social charter, referred to the importance that the BNP Paribas Group and representatives of European staff attach to the development of internal mobility. This development can only continue if it rests on the principle of excluding any discrimination by gender.

The titles and terms used in internal job vacancies must be chosen with care in order to permit, without differentiation, applications from both women and men. Under no circumstances must they mention the gender of the candidate searched, be it directly or indirectly.

In order to encourage a wider range of candidates in certain positions, it could in some cases be mentioned that these positions can be exercised part-time.

Selection is based on skills and is carried out in complete compliance with all regulations and principles relating to equality of opportunity. It is also planned that during the selection process, Human Resources staff and managers will ensure as far as possible that the short list of successful candidates includes at least one woman (or at least one man, respectively).

### Article 4: Professional follow-up during and upon return from maternity leave

Maternity must not constitute an obstacle to the career development of female employees in the companies of the BNP Paribas Group in Europe.

In order to facilitate the achievement of this target, the signatories advise that in the case of maternity leave, the following process must be applied.

Before the maternity leave begins (or paternity leave, or adoption leave if these provisions exist locally), the line manager or HR manager should meet the female or male employee in order to prepare for the departure and his or her temporary replacement. Before the employee returns, the line manager or HR manager will once again meet the employee to discuss his or her resumption of activity.

The signatories recommend that, whenever possible, this resumption of activity takes place in the employee's previous position or in an equivalent position, preferably on the same site or nearby geographically, under conditions that are not less favourable and which permit him or her to benefit from any improvement to which she (he) would have been entitled during his or her absence.

## **1.3. ACCESS TO VOCATIONAL TRAINING**

### Article 1: Equal access for women and men to training

The BNP Paribas Group intends to encourage equal access to training for both women and men in order to develop their skills in an equivalent manner.

In this regard, the companies of the Group in Europe should be careful to distribute training courses equally between women and men. If, within an entity or a country, the figures regarding participation in training appear to show a notable gap between the female and

male recipients (in terms of their representation within the total number of colleagues), the signatories then encourage the analysis of this situation and, if necessary, the implementation of corrective measures by the managers concerned.

#### Article 2: Specific training

The effective implementation of workplace equality requires work on collective representations and the stereotypes that they incur. Increasing awareness and training are therefore crucial elements of a successful management of workplace equality within the company.

To this end, the signatories encourage the establishment of the following actions, anywhere that will facilitate the appropriation and therefore the implementation of this approach:

- proper awareness campaigns for managers and all staff;
- training modules aimed at those in charge of recruitment and the management of human resources.

Moreover, particular attention will be directed at the training of female and male employees who are taking up management responsibilities for the first time.

#### Article 3: Facilitate access to training

In order to promote the participation of both female and male employees in training sessions and seminars, the signatories invite the entities of the BNP Group in Europe to:

- prioritise short training sessions;;
- make sure travel constraints linked to training sessions are reduced, on a comparable quality of training basis;;
- continue to develop distance learning at workstations or a dedicated location (e-learning) which will help to address the personal constraints of employees for some training sessions;;
- ensure as far as possible that training is provided during working hours. Similarly, departments will avoid providing training sessions on non-working days. If, for organisational reasons (notably linked to varying rest days among participants), this principle cannot be respected, the employees in question will be offered an alternative rest day.

## **HEADING2: PURSUE WAGE EQUALITY BETWEEN WOMEN AND MEN**

#### Article 1 : Management of possible gaps

In terms of levels of training, responsibility, professional efficiency (as demonstrated by job appraisals), skills and comparable experience, women and men who work in the same company within the BNP Paribas Group in Europe, within the same country, should receive a comparable salary. In the application of this principle, the BNP Paribas Group focuses on achieving wage equality between women and men, and on maintaining this in a sustainable way. The signatories therefore recommend that each of the branches and subsidiaries of the Group, within the perimeters defined in the introduction of this Agreement,

commits to reducing the noted discrepancies in pay which could be deemed unjustified or continues to do so for those having already engaged in this process.

The signatories therefore recommend that, where necessary, a plan of action laid out over time should be established for each entity within a country, in order to:

- a) better understand the extent of any potential collective discrepancy: firstly, the gross difference between average female/male salaries;; secondly, the remaining discrepancies after taking into account objective explanations such as the difference in average age, the over--representation of men in certain positions, the varying distributions across operational pyramids, etc.
- b) after having drawn up this report, introduce potential corrective measures in the area of explanatory levers which should be identified by, among other things, a specific review relating to individual salary increases, in the context of the career management process.

A review of initiatives which have been taken locally on these subjects will be carried out upon the monitoring of the present Agreement.

Moreover, the signatories recommend that an appeal process is established in conjunction with a local HR adviser in each company of the BNP Paribas Group in Europe, to allow those women and men who feel they have been victims of wage discrimination to put forward their point of view to a neutral intermediary.

#### Article 2: Attention directed at periods of maternity leave.

The companies of the BNP Paribas Group in Europe will ensure that no maternity leave will have a negative consequence on the wage or career development of the women in question.

### **HEADING3: CONTRIBUTE TO A BETTER PROFESSIONAL AND PRIVATE LIFE BALANCE**

Promoting equality between women and men also involves directing particular attention to the measures or provisions which allow women and men to reconcile their professional and private lives more effectively.

#### Article 1: Provisions relating to maternity, parenthood and adoption

As indicated in Article 4 of Heading 1, point 1.2, the signatories advise that before taking maternity leave (or paternity or adoption leave), as well as before returning, the line manager should meet with the female or male employee, if necessary accompanied by the Human Resources manager, to discuss the conditions of their work resumption in the context of their new parental situation.

They also recommend that support networks are put into place which allow employees to be informed about potential facilities that the company and/or the country's legislation put at their disposal as parents.

It goes without saying that all methods intended to permit a better relationship between parenthood and professional life should be defined locally, according to national/local customs and regulations. A review of existing provisions which demonstrate good practices will be produced upon the monitoring of this Agreement.

#### Article 2: Provisions regarding part-time work

The BNP Paribas Group recalls the principle of equal wage treatment amongst employees working full-time and those working part-time, in terms of careers and pay.

Part-time work can be a working formula offered to employees by the company. It is not considered by the company to be a sign of disinterest in professional activity. When considering a time formula chosen by the employee which has been accepted by the line managers, under the guise of seeking a balance between a private life and professional activity, it is likely to favour the professional efficiency of employees who have adopted this organisational mode for their working hours.

The part-time employees must benefit from the same training as full-time employees as well as the same opportunities for development and for geographical and operational mobility. Generally, the line manager must ensure that the organisation and the workload of a part-time employee is compatible with their working hours. Within the commercial activities, business and targets must be adapted to efficient working hours.

Particular attention should be directed to the pay of part-time employees, the majority of whom are women, in order to ensure that these employees enjoy comparable development to that of full-time employees carrying out comparable responsibilities, by offering them career development pathways in positions whose working hours can be shown to be compatible with the organisational needs and constraints of the company.

#### Article 3: Organisation of the work

Each company of the BNP Paribas Group in Europe is careful to note the constraints of family life when organising meetings and business trips. As such, except in exceptional cases, the signatories recommend that meetings are scheduled during working hours: meetings too early in the morning or too late in the evening should be avoided, especially if they have not been planned.

Furthermore, each company could, in local terms, research the opportunity of using methods which avoid travel as much as possible for meetings, such as tele-conferencing or video conferences.

## **HEADING 4: ENCOURAGING WOMEN'S NETWORKS AND SHARING BEST PRACTICES**

#### Article 1: MixCity

In order to facilitate access to the highest levels of responsibility and contribute to break through the "glass ceiling", the BNP Paribas Group encourages the development of women's networks via the BNP Paribas MixCity associations.



The aim of the MixCity networks is:

-- to offer its members, women in management positions at BNP Paribas, multiple opportunities to meet, exchange and share experiences and reflections, outside any hierarchical organisation system.

-- to come up with and promote new rules of play which favour the access of women to management positions and facilitate a better balance between private and professional lives.

The signatories want the companies in the BNP Paribas Group in Europe to facilitate the creation and development of these networks.

#### Article 2: Diversity Officers

Furthermore, to ensure a better dissemination of the Diversity policy ----which includes the approach to workplace equality between women and men---- and the sharing of best practices of BNP Paribas' entities, a network of "diversity officers" has been created within the BNP Paribas Group.

Designated within the different entities of the Group, the "diversity officers" are responsible for ensuring coherence between the "diversity" actions of their business lines and the policy of BNP Paribas, coordinating the actions for their business lines and carrying out reporting of the local diversity actions within the Diversity Committee of the Group.

## **HEADING5: PROMOTING THE DIVERSITY OF STAFF REPRESENTATIVES**

As the trade unions and staff representatives in different countries, entities and at European level, are playing or will play an active role in negotiating the implementation of concrete measures on the theme of workplace equality;; the trade union signatories are committed to setting an example within their own organisations.

They will commit to promoting workplace equality locally within their representative bodies as follows:

- by designating trade union and/or staff representatives, by putting systems in place that facilitate the inclusion of women;;
- by carrying out awareness and training initiatives among staff representatives on the themes of fighting against discrimination and promoting female--male equality.

## **HEADING6: APPLICATION AND MONITORING OF THE AGREEMENT**

#### Article 1: Term of the Agreement

The present Agreement is concluded for a fixed period of three years and comes into effect from 1<sup>st</sup> September 2014.

Once the expiration date is reached, It may be renewed by tacit agreement for a second period of three years, unless notice of termination is given by one of the signatories at least six months prior to the end of the three year period. While it is in effect, the present Agreement may be modified by written amendment.

The signatories hereby agree that the French language version is binding and will therefore serve as the reference text in the event of questions of interpretation or dispute.

The Agreement will be translated into English and Italian.

#### Article 2: Monitoring of the Agreement

Follow-up on the application of this Agreement will be carried out on an annual basis as part of a meeting of the Group's European Works Council.

At this meeting, a specific and detailed review of the introduction of reporting applications will be produced and presented to the members of the Council on the following points:

- Developments in the M/F report regarding senior management positions,
- Developments in the M/F report regarding participation in training with a focus on managerial training
- Reviews of the initiatives put into place locally, relating to the wage equality target
- Reviews of the existing provisions locally which favour parenthood
- Developments in women's networks
- Developments in relation to the target of diversity among staff representatives.

Signed in Paris, on September 16<sup>th</sup> 2014