

# **DRAFT AGREEMENT ON PROFESSIONAL EQUALITY (EUROPEAN SOCIAL CHARTER)**

## 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 professional equality. Promoting professional 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 men and women 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 (European Federation of Finance Company Executives) and UNI, intend to confirm and reinforce the efforts made in favour of professional equality within the European business, and to guarantee each man and each woman, 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 At recruitment level

#### 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, 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 account when refusing to recruit her.

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

The Group will ensure it preserves a necessary balance when recruiting men and women. 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. Professional promotion

### Article 1: Detection of internal potential

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

The criteria for detecting internal potential, making job appraisals and offering 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 posts

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

While the proportion of women occupying senior manager posts 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 posts within career paths, and help advance the number of women in those posts.

### 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 sought, be it directly or indirectly.

In order to encourage a wider range of candidates in certain posts, it could in some cases be mentioned that these posts 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 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 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 post or in an equivalent post, 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 men and women 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 provision of corrective measures by the managers concerned.

## Article 2: Specific training

The effective implementation of professional 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 professional 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:

- adapted awareness campaigns adapted 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 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 male and female 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 cost constraints linked to training sessions to promote equal training opportunities are reduced;

- continue to develop distance training 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

## Heading 2: Pursue wage equality between men and women

### 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, Article 1: Management of potential discrepancies

within the same country, should receive a comparable salary. In the application of this principle, the BNP Paribas Group is dedicated to ensuring wage equality between women and men, and to maintain 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.

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 discrepancies: firstly, the gross difference between average male/female 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 posts, 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 in the context of the inspection 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 men and woman 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.

### Heading 3: Contribute to a better balance between professional and private life

Promoting equality between women and men also involves directing particular attention to the measures or provisions which allow men and women 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 male or female employee, if necessary accompanied by the Human Resources manager, to discuss the conditions of their return to work 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 in the context of the provision of an inspection of the 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 natural 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 geographical and operational mobility. Generally, the manager must ensure that the organisation and the workload of a part-time employee is compatible with their working hours. Within the commercial métiers, 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 posts 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 and that 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

## Article 1: MixCity

In order to facilitate access to the highest levels of responsibility and 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 become an essential cog of BNP Paribas' female management system by offering its members multiple opportunities to meet, exchange and share experiences and reflections, outside any restrictive system of hierarchical organisation.
- to come up with and promote new rules of play which favour the access of women to management posts 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 distribution of the diversity policy within which the approach to professional equality between men and women and the sharing of best practices of BNP Paribas' entities is recorded, a network of "diversity officers" has been created.

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

## Heading 5: 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 the implementation of concrete measures on the theme of professional equality, in the manner that has been negotiated, the trade union signatories are committed to setting an example within their own organisations.

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

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

## Heading 6: 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.

It is tacitly renewable for a period of three years, except in the case of termination by one of the signatories, on the condition that at least six months notice is given before the end of the three year period. While it is in effect, the present agreement can be changed by amendment.

The signatories are agreed that the text produced in French is valid. Therefore, that text will serve as a reference in case of issues of interpretation or dispute.

The agreement will also be translated into English and Italian.

### Article 2: System for monitoring the agreement

Each year the application of the present agreement will be monitored during 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:

- Development of the M/F report regarding senior management posts,
- Development of 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
- Development of women's networks
- Development in relation to the target of diversity among staff representatives.

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