

Ratio of remuneration of women to men by employee category

| | 2020 | 2019 |
|------------------|------|------|
| Senior managers | 99% | 91% |
| Middle managers | 92% | 90% |
| Office employees | 98% | 97% |

Please note that for employees who joined from 01/10/2019 onwards, no variable bonus has been allocated so far as none are envisaged for the year of reference 2019.