

BNP PARIBAS CSR STRATEGY

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GLOBAL HEAD OF CSR

February 2025



BNP PARIBAS

The bank for a changing world

SUSTAINABILITY FULLY EMBEDDED WITHIN THE GROUP STRATEGY



A LONG-STANDING COMMITMENT TOGETHER WITH OUR CLIENTS WITH CONCRETE ACTIONS



Strong leading position in sustainable finance

N°1 global*
Sustainable bonds and loans for the 2nd consecutive year
\$69.2bn in 2024

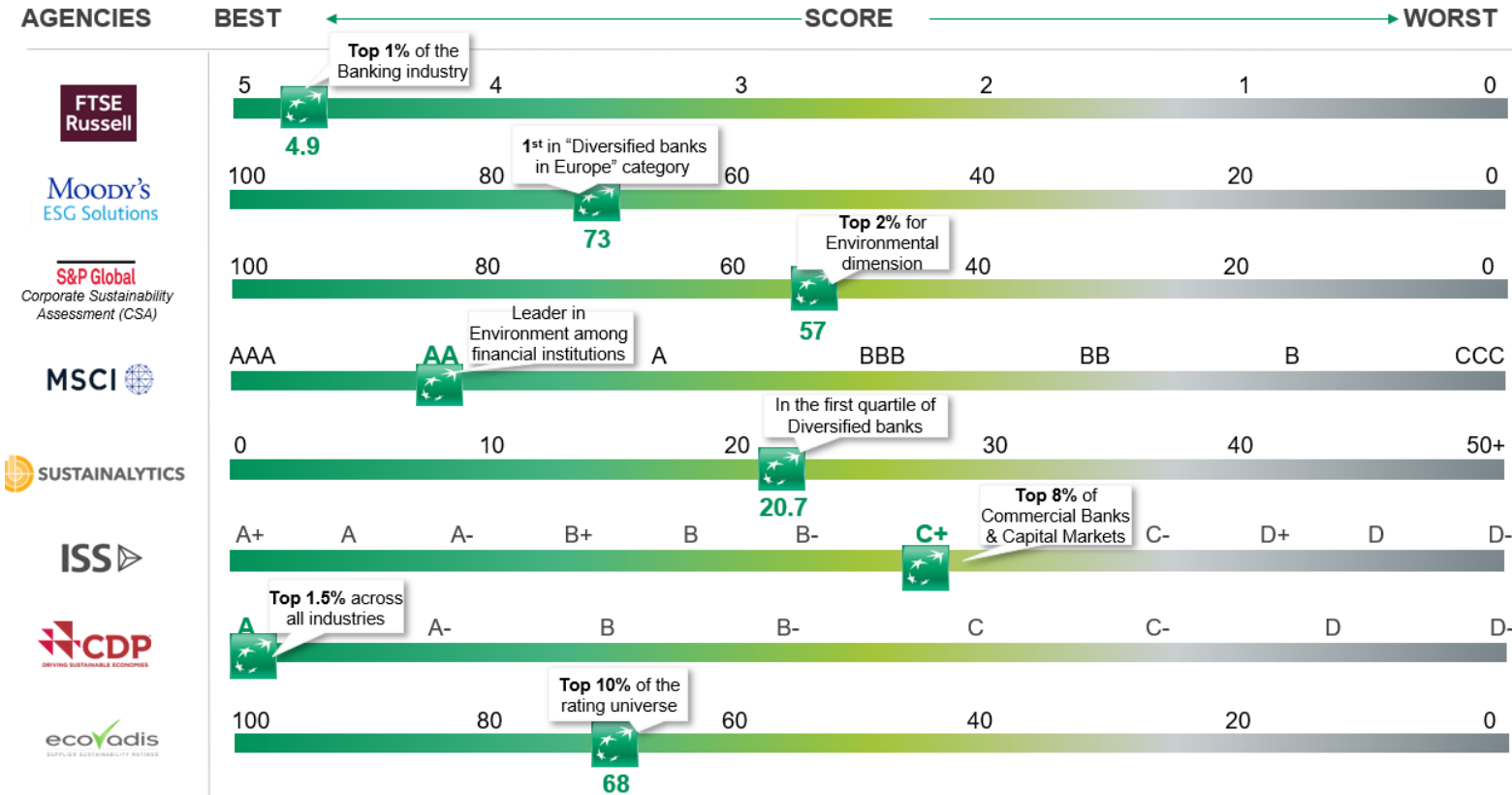
* Dealogic 2024: total GSS bonds (green, social, sustainable, and sustainability-linked bonds) and GSS loans (green, social, ESG-linked and sustainability-linked loans)



EXTERNAL RECOGNITION OF BNP PARIBAS' CSR STRATEGY

■ LATEST AWARDS

■ LATEST EXTRA-FINANCIAL RATINGS (as of January 2025)



FTSE Russell and S&P Global performance rankings of BNP Paribas are included in the assessment of the Group's CSR policy, impacting the annual variable compensation applicable to the CEO and the Chief Operating Officers.



EUROMONEY – 2024 “World’s Best Bank for financial inclusion” amongst 13 Awards for excellence attributed to BNP Paribas



IFR – 2024 “ESG Financing House” for the 2nd consecutive year



ENVIRONMENTAL FINANCE – 2024 Sustainable Debt Awards: “Leader manager of the year, sustainability bonds” and “Loan sustainability coordinator of the year”



ENERGY RISK – 2024 “Sustainable finance house of the year”



CORPORATE KNIGHTS – “Global 100 Most Sustainable Corporations” for the 11th consecutive year and only French bank for 2024



ENGAGING WITH CLIENTS TO SUPPORT THEM IN THE TRANSITION TOWARDS A SUSTAINABLE ECONOMY: THE S IN THE GTS 2025 STRATEGIC PLAN

Mobilising BNP Paribas' distinctive model with 5 priority areas

Bring innovative & seamless solutions
to answer clients' Sustainable needs & leverage cross-divisional strengths
to reach UN SDGs¹

Sustainable savings, investments and financing

Foster sustainable savings development and steering clients' investment decisions towards positive environmental and social impacts

Circular economy

Encourage clients' transition to circular models by financing adaptation of supply chain & production models



Transitioning towards carbon neutrality

Foster our client's transition towards low-carbon and more efficient energy systems and addressing their massive financing needs in this area in particular through the access to capital markets

Natural capital & biodiversity

Orchestrate & promote development of solutions contributing to terrestrial & marine biodiversity conservation

Social inclusion

Develop accessible financial services, promote female entrepreneurship, a positive-impact economy, and equal job opportunities for young people

1. Sustainable Development Goals;



A COMPREHENSIVE GOVERNANCE TO SUPPORT OUR SUSTAINABLE COMMITMENTS

Board of Directors

- to review the CSR strategy and the annual reporting
- CGEN, Corporate Governance & Nominations Committee, extended its responsibilities to Ethics, Conduct and CSR in 2016

Executive Committee to validate the ESG strategy and Group commitments

Sustainable Finance Strategic Committee

Sponsored by CEO Jean-Laurent Bonnafé, meets bi-monthly

Attendees: majority of Executive Committee's members + representatives of Clients Coverage + head of CSR

- to **approve** the overall strategy in terms of sustainable finance,
- to **decide** on the overall commitments made by the Group and the Sustainable Finance commercial policies,
- to **monitor** operational implementation

Sustainable Finance Infrastructure Committee

Chaired by the Group COO

Attendees: key contributors from different business lines and functions.

- to **industrialise** ESG processes, data and reporting

ESG Regulatory Committee

- to **assess** the operational consequences of the main new regulations

Governing bodies covering risk-related topics

CCDG

(General Management Credit Committee)

- procedure specifies CCDG will review all issues surrounding the acceptability of risks **including ethics and CSR**

GSCC

(Group Supervisory and Control Committee)

- to validate **financing and investment policies**



CSR DASHBOARD : 10 INDICATORS WITH 2025 TARGETS TO MONITOR PROGRESS

Pillar	No.	Indicator	2023	2025 Objective
Our economic responsibility	1	Amount of sustainable loans	EUR 117 billion	EUR 150 billion
	2	Amount of sustainable bonds	EUR 67 billion	EUR 200 billion
	3	Amount of assets under management at the end of 2022 in open-ended funds distributed in Europe under articles 8 and 9 according to the SFDR.	EUR 254 billion	EUR 300 billion
Our social responsibility	4	Share of women among the SMP population (Senior Management Position)	37.1%	40%
	5	Number of solidarity hours performed by employees (#1MillionHours2Help)	1 268 515 hours (in 2022 & 2023)	1 million hours (over two rolling years)
	6	Proportion of employees who completed at least four training courses during the previous twelve months	98.2%	90%
Our civic responsibility	7	Number of beneficiaries of products and services supporting financial inclusion	3.9 million beneficiaries	6 million beneficiaries
Our environmental responsibility	8	Amount of support for our clients in the transition to a low-carbon economy	EUR 104 billion	EUR 200 billion
	9	Amount of financing to companies contributing to protect terrestrial and marine biodiversity	EUR 4.3 billion	EUR 4 billion
	10	Greenhouse gas emissions in tons of CO ₂ equivalent (tCO ₂ e) / full-time employees	1.56 tCO ₂ e/FTE	1.85 tCO ₂ e/FTE

Group Sustainability and Incentive Scheme: 20% of more than 8,200 key employees' deferred variable compensation relies on the performance of the 10 CSR performance indicators

See CSR Dashboard's KPIs' definitions in [BNP Paribas URD 2023](#), page 639



CSR PERFORMANCE CRITERIA IN THE ANNUAL VARIABLE REMUNERATION OF CEO AND CHIEF OPERATING OFFICERS FOR 2023



75%
Group's
Financial
Performance



10%
Qualitative
Criteria



Assessment of CSR policy

1/3

By the Board

Annual assessment by the Board of achievements and key developments around a line of action focused on climate and social challenges

1/3

By the market

BNP Paribas positioned in the top quartile of the banking sector in the extra-financial performance rankings of **FTSE, S&P Global CSA and Moody's ESG Solutions**

1/3

Alignment with key staff

Achievement of the CSR objectives set for the Group's key employees in the retention plan that expired during the year



THE ESG ASSESSMENT TOOL : A GLOBAL TOOL TO IDENTIFY, ASSESS AND MONITOR THE PERFORMANCE AND ESG RISKS OF OUR CLIENTS

- to **identify, assess** and **monitor** the performance and ESG risks of corporate clients by sector
- a **common** and **systematic approach** within the Group for clients within the credit process and KYC¹ process
- to exercise **greater control** over the ESG dimensions during credit committees

ESG Assessment is rolled out to all large corporate clients by the end of 2023 (3.000 analysis performed by end-2023)
 It has been adapted for **medium-sized corporate** customers and **financial institutions**, with a target of covering customers in these segments by the end of 2024.

The ESG assessment Tool can be illustrated as follow



¹ Know Your Customer



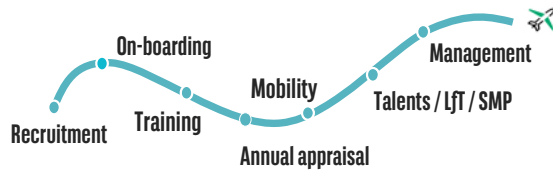
OUR EMPLOYEE AS KEY FACTOR FOR TRANSFORMATION : 4 LEVERS TO ACHIEVE OUR AMBITION



1 Integrate

Provide an incentive framework and the means to support the transformation of entities

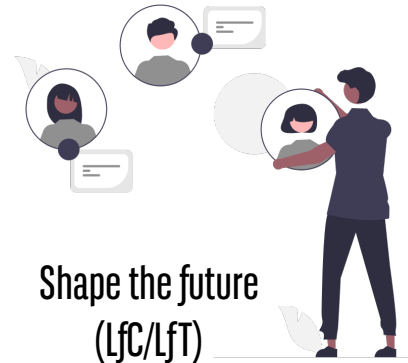
End to end employee journey



Sustainability Academy

2 Activate

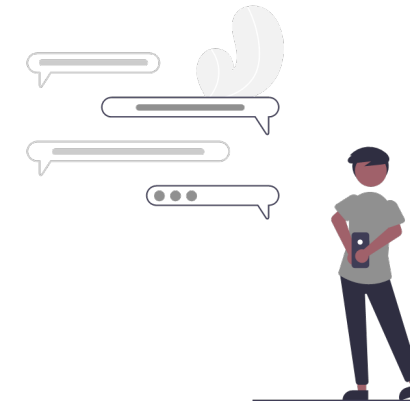
Coordinate business lines and functions, to move forward on their change management



Shape the future (LfC/LfT)

3 Communicate

Rhythm ambition with Communication Highlights



4 Measure

1. Monitor ambition with long-term impact KPIs

2. Meet operational needs with frequently tracked usage/deployment KPIs

LfC: The Leaders for Change population is composed of the members of the main Group-level cross-functional Executive Committees considered as making a major contribution to its operations and its development

LfT: The Leaders for Tomorrow programme includes women and men who have a unique combination of skills, experiences, motivations and personal attributes ("Leadership Profile"), which the Group considers necessary to drive transformation in the future



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February 2025

OUR EMPLOYEE AS KEY FACTOR FOR TRANSFORMATION : A DASHBOARD TO MONITOR AND ADAPT OUR ACTION

Our **Sustainable Finance Change Dashboard** enables us to monitor impact and usage indicators

Pulse surveys

Between **67%** to **96%**

of employees are **proud** of
BNP / their entity contribution
to Sustainable Finance
(based on 18 entities* = 50% of
employees Group)

> 100,000

unique employees have
been **trained at least once**
since the beginning of the
Sustainable Academy at
end 2022

1,7

hour of training in
average for each
trained employee

20%

of new joiners
were trained in
the last 6 months

* AM, ARVAL, BCEF, Cardif, Company Engagement, COMPLIANCE, EM (Central and 6 countries), Fortis, IPS, PACE, Real Estate and WM



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February 2025

| 11

OUR CLIMATE STRATEGY



DEPLOYMENT AT SCALE OF OUR CLIMATE STRATEGY



Aligning our portfolios with our carbon neutrality commitment

- Trajectory for a **reduction in CO₂ emissions corresponding to financing** of the sectors with the highest levels of emissions (NZBA)
- **Aligning the objectives of Group's business lines** with shared objectives by sectors taking into account client transition
 - **Publication of Climate Report (May 2023 and May 2024)**



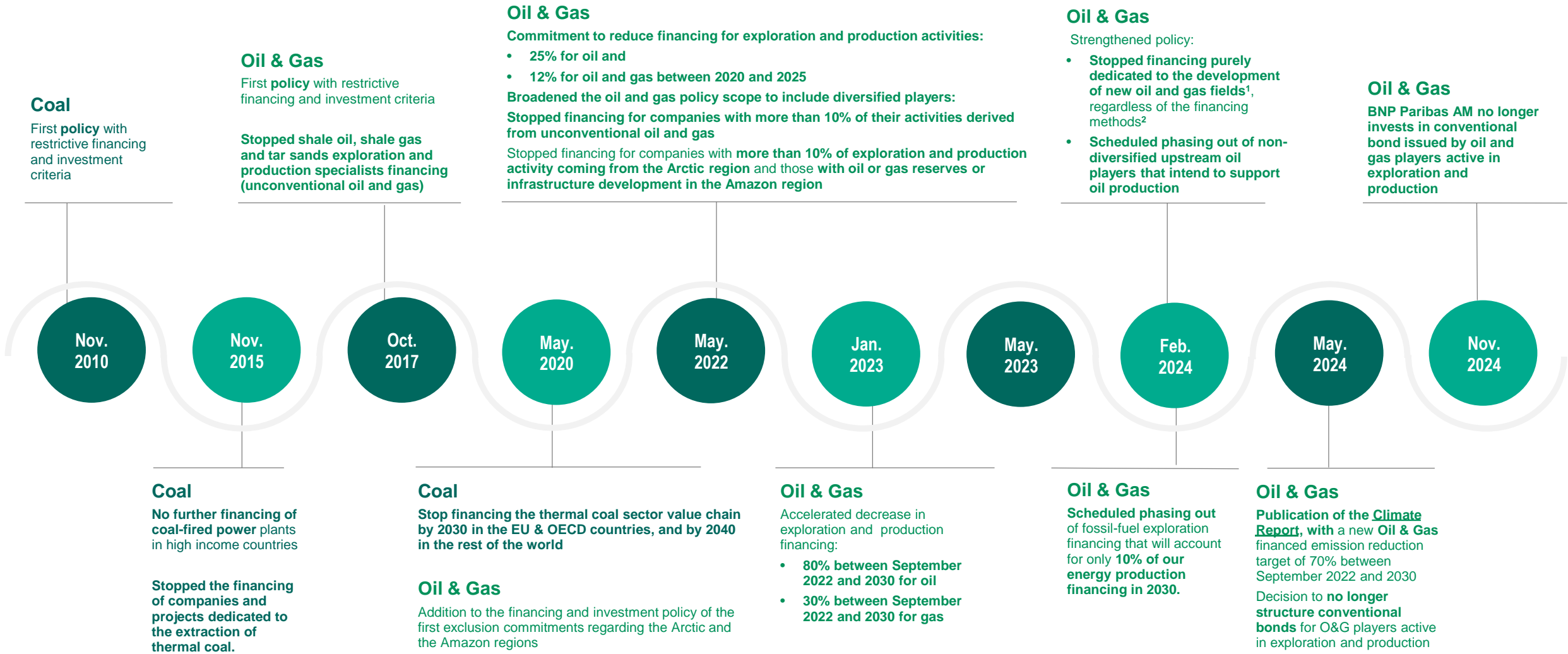
Engaging with clients to accompany them in the transition towards a sustainable & low-carbon economy

- **Mobilisation of the integrated model and all business lines** in support of clients
- **Low Carbon Transition Group**, an organisation of close to 250 specialised bankers dedicated to supporting clients in accelerating their transition
- **Low Carbon Low-Carbon Transition for SMEs & MidCaps** initiative
- **Pooling and promoting the Group's technical expertise** via NEST, the in-house network of experts

→ **Priorities that are deeply embedded in the specific objectives of each of the Group's businesses**

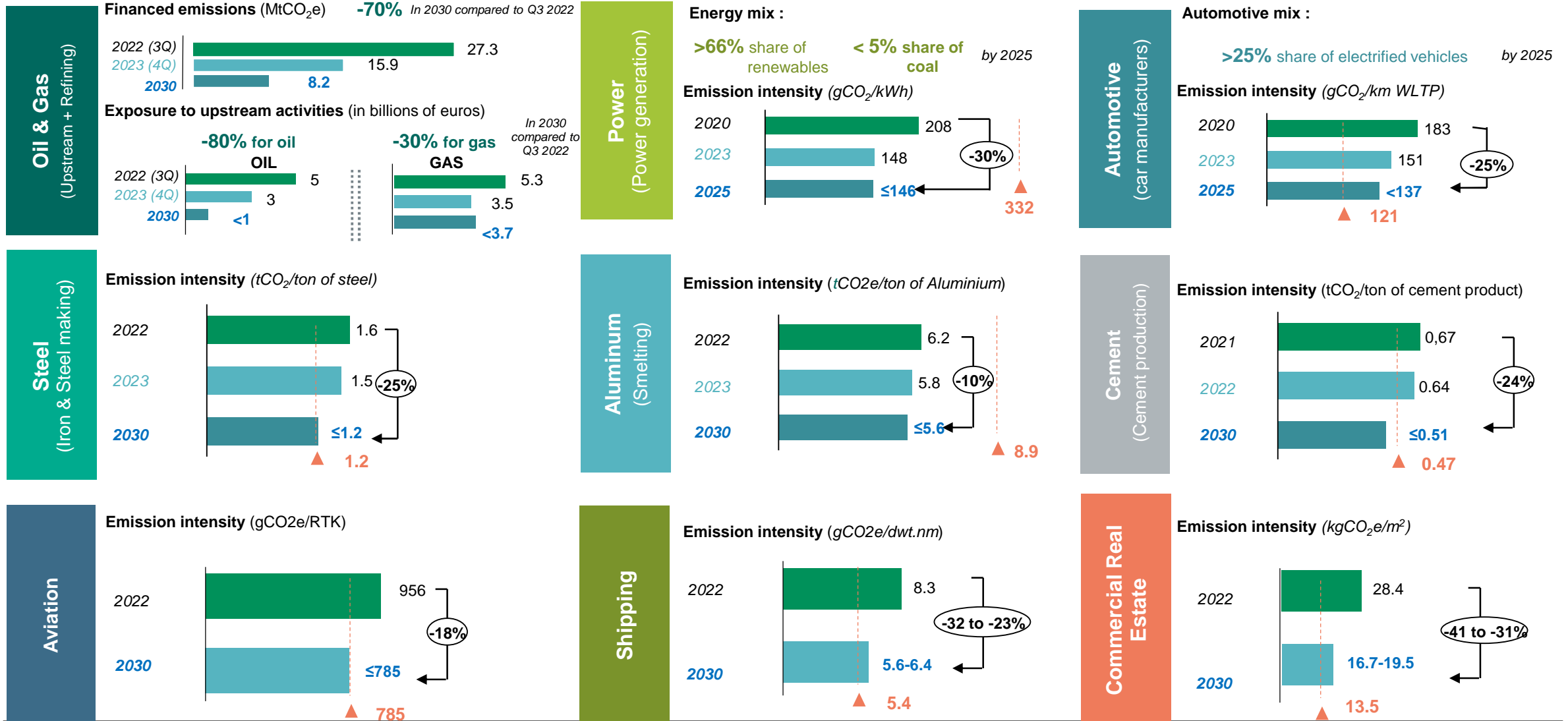


A LONG-STANDING COMMITMENT BASED ON ROBUST POLICIES AND AMBITIOUS TARGETS



¹ Already effective since 2016 for oil
² Loans to enterprises or RBL-type financing

BNP PARIBAS IS ON TRACK TO REACH ITS CLIMATE ALIGNMENT AND OPERATIONAL TARGETS



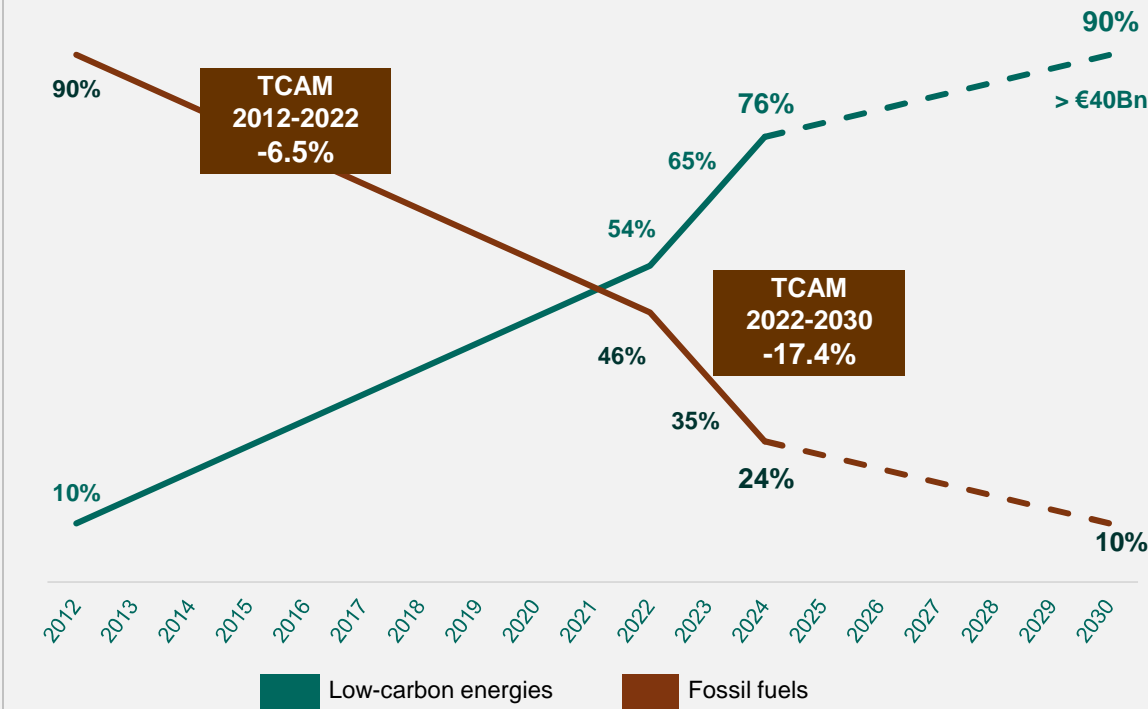
In red: IEA, IAI net-zero scenario (Aluminium), MPP PRU (Aviation), DNV 1.6° (shipping), CRREM V2.02 (Commercial Real Estate)



ENERGY TRANSITION: BEYOND THE RANKINGS, REAL-WORLD ACCOMPLISHMENTS

Sharp acceleration
in financing low-carbon energies and exiting fossil fuels

More than 75% of BNP Paribas' credit exposure for energy production is dedicated to low-carbon energies¹



N°1 worldwide² for the 2nd year
ESG bonds and loans at \$69.2bn in 2024

€179Bn dedicated to the transition
of our clients to a low-carbon economy since 2022
(target of €200Bn by 2025)³

Low Carbon Transition Group :
circa 250 specialist bankers dedicated to supporting large companies

Among the best financial institutions³ worldwide
in sustainable finance in 2023

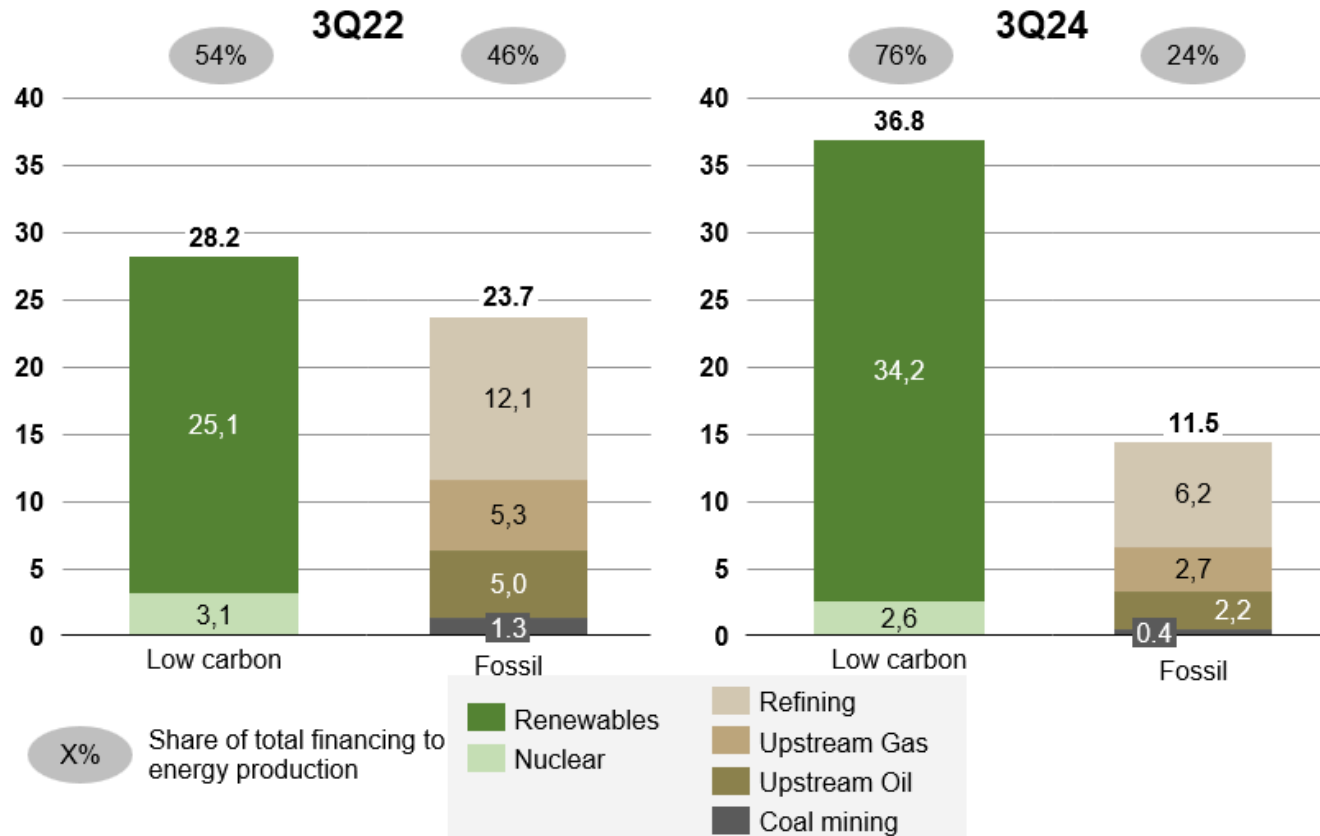
1. Source: internal figures – credit exposure in €bn as of 30.09.24; low-carbon (€36.8bn as of 30.09.24): renewables (€34.2bn) and nuclear (€2.6bn); fossil fuels (€11.5bn as at 30.09.24): refining (€6.2bn), gas exploration & production (€2.7bn), oil exploration & production (€2.2bn), and coal (€0.4bn); 2012-2022 illustrative trajectory; The scope of low-carbon energies could evolve as technologies mature;
2. Dealogic, 2024: total ESG bonds (sustainable, green, social and sustainability-linked / SLBs) and ESG loans (green, social, ESG-linked loans / SLLs); 3. Source: MSCI 2024; rating: AA

ENERGY TRANSITION: BEYOND THE RANKINGS, REAL-WORLD ACCOMPLISHMENTS

Weight of fossil fuels and low-carbon energies in BNP Paribas energy production financing¹

Exposure to low carbon and fossil energies

(in €bn, 3Q22 and 3Q24, Credit facilities + Contingent liabilities + Securities on balance sheet)



Target to reach at least 40 billion euros
in credit exposure for **low-carbon energies by 2030**

The end of financing purely dedicated to the development of new oil & gas fields regardless of the **financing methods**

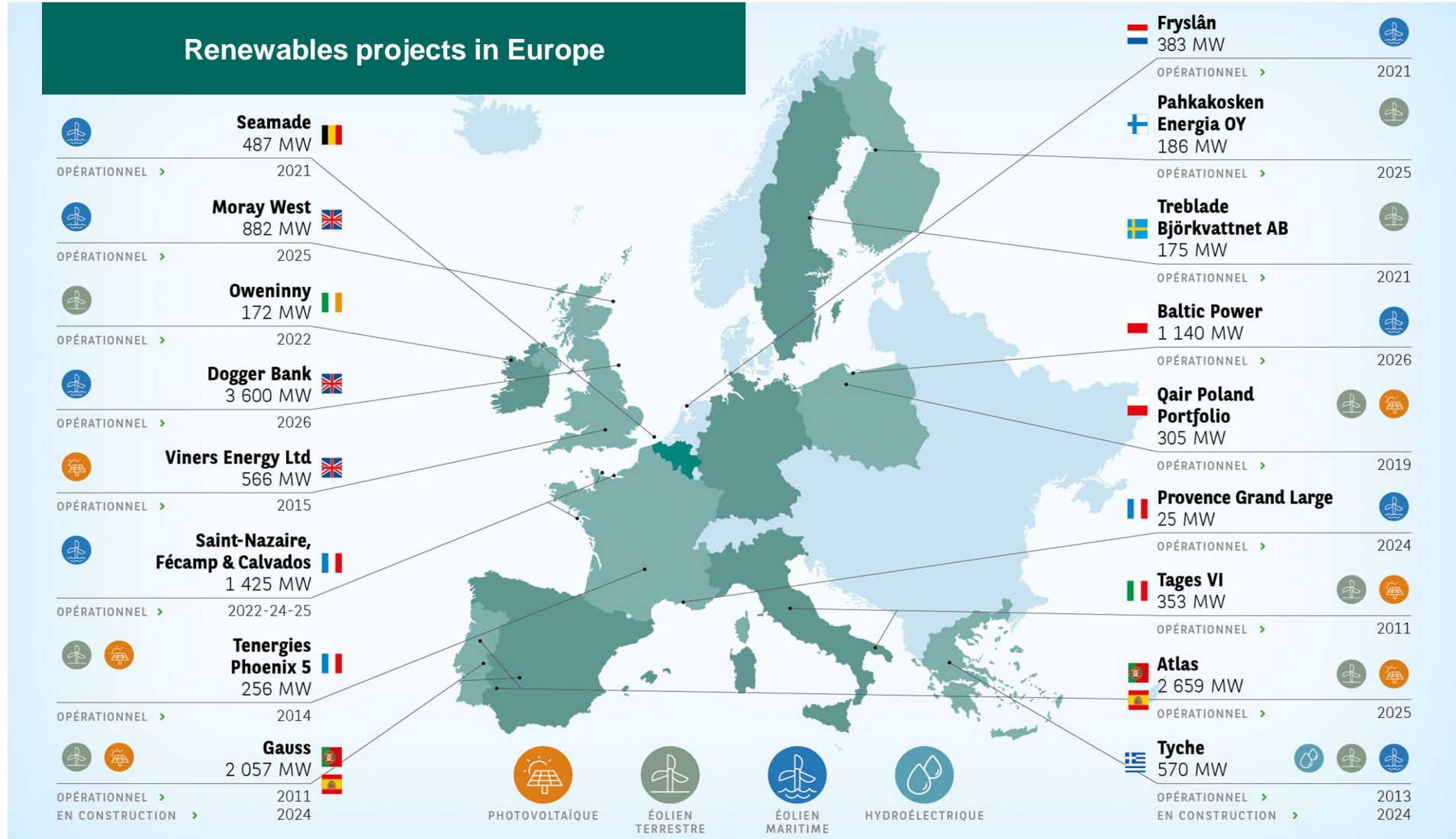
Thermal Coal extraction / mining exit already well underway, completed by 2030 in EU and OECD countries and by 2040 in the rest of the world



BNP PARIBAS

1. Definition: BNP Paribas makes the following distinction: ■ renewable energy, including wind and marine energy, photovoltaic solar energy, concentrated solar energy, hydroelectricity, geothermal energy, bioenergy (including biofuels except for first generation(1)); ■ low-carbon energy, including renewable and nuclear energy sources. The scope of low-carbon energy could evolve according to technological progress to gradually go beyond the production of energy and include other steps in the value chain such as transport, storage or distribution of low-carbon energy

ENERGY TRANSITION: REMARKABLE RENEWABLES PROJECTS IN EUROPE SUPPORTED BY BNP PARIBAS¹



1. Internal sources and external publications



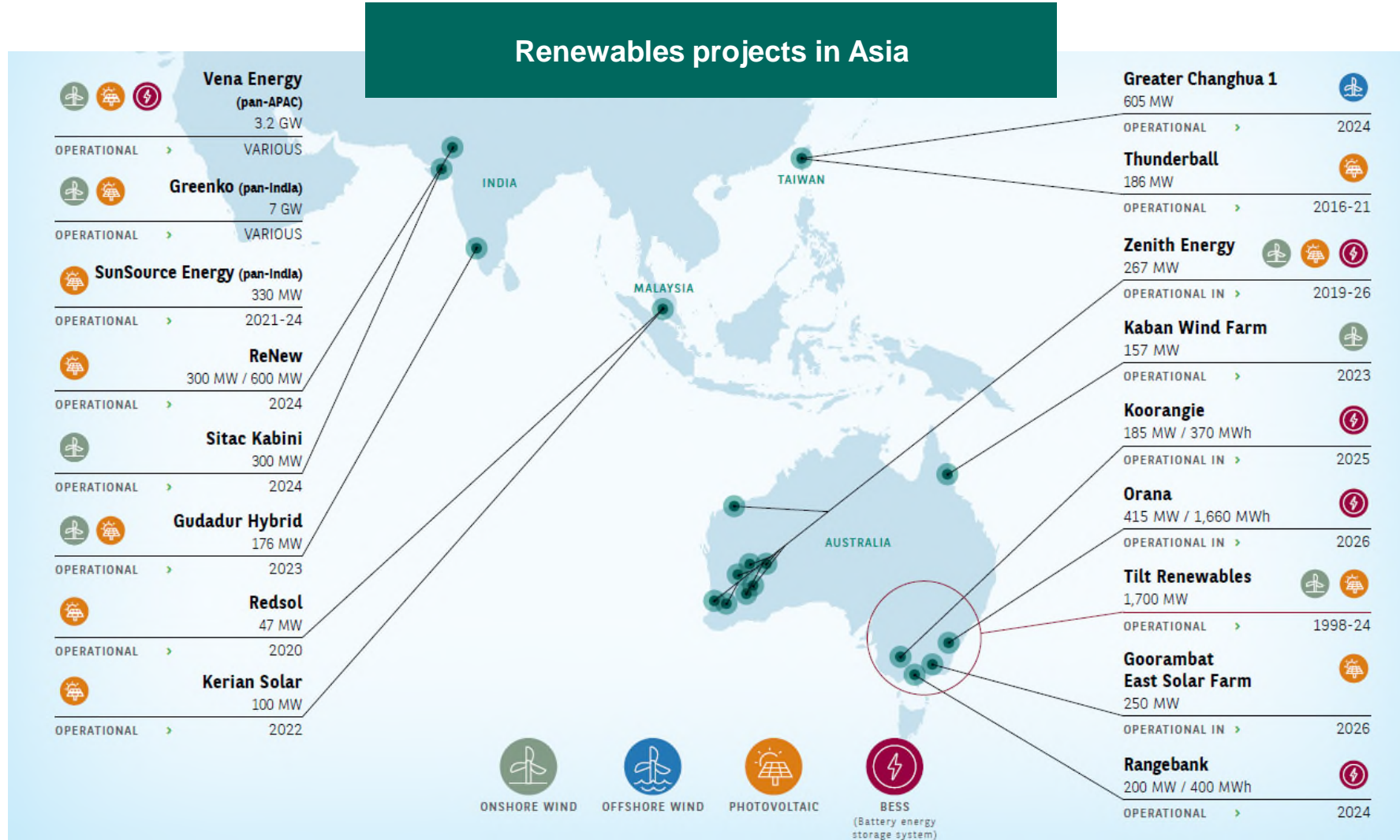
ENERGY TRANSITION: REMARKABLE RENEWABLES PROJECTS IN AMERICAS SUPPORTED BY BNP PARIBAS¹



1. Internal sources and external publications



ENERGY TRANSITION: REMARKABLE RENEWABLES PROJECTS IN ASIA SUPPORTED BY BNP PARIBAS¹



1. Internal sources and external publications



BIODIVERSITY, CIRCULAR ECONOMY, SOCIAL INCLUSION



ZOOM ON 4 PRIORITY AREAS OF SUSTAINABILITY EMBEDDED INTO THE 2025 GTS PLAN

Mobilising BNP Paribas' distinctive model with 5 priority areas

Bring innovative & seamless solutions
to answer clients' Sustainable needs & leverage cross-divisional strengths
to reach UN SDGs¹

Sustainable savings, investments and financing

Foster sustainable savings development
and steering clients' investment decisions
towards positive environmental and social
impacts

Circular economy

Encourage clients' transition to circular
models by financing adaptation of supply
chain & production models



Transitioning towards carbon neutrality

Foster our client's transition towards low-carbon and more efficient
energy systems and addressing their massive financing needs in this
area in particular through the access to capital markets

Natural capital & biodiversity

Orchestrate & promote development of solutions
contributing to terrestrial & marine biodiversity
conservation

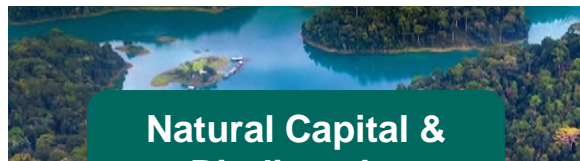
Social inclusion

Develop accessible financial services,
promote female entrepreneurship, a
positive-impact economy, and equal job
opportunities for young people

1. Sustainable Development Goals;



MOBILISING THE ENTIRE GROUP AROUND KEY PRIORITIES



Natural Capital & Biodiversity

Support solutions contributing to terrestrial and marine biodiversity

- BNP Paribas committed to a **2025 target of EUR 4 billion of financing to companies contributing to protecting terrestrial and marine biodiversity** – already reached with **EUR 4.3 billion at end 2023**
- In 2024, **Blue Alliance and BNP Paribas launched Blue Finance, the first impact loan facility for coral reef conservation** to support the development of Marine Protected Areas (MPAs) in the Global South
- **BNP Paribas Asset Management** launched with **International Woodland Company (IWC)** the **BNP Paribas Future Forest Fund** to invest in sustainable forestry (classified Article 9 under SFDR)



Circular Economy

Encourage clients' transition to circular models

In 2024, BNP Paribas participated in:

- **Smurfit Kappa's USD 2.75 billion green bond** issue to finance the production of paper-based packaging from recycled fibres and the manufacture of paper from certified raw materials
- **Umicore's EUR 499 millions sustainability-linked loan** in favor of end-to-end recycling

BNP Paribas 3 Step IT offers an **IT lifecycle management solution** to acquire, manage and refresh IT equipment (computers & smartphones)



Social Inclusion

Develop products and services that are widely accessible

- An objective of **6 million beneficiaries** from products and services supporting financial inclusion in 2025
- Continue to **support Social Enterprises**: at end 2023, the Group supported over **3,450 impact enterprises** through financing, banking services and investments
- Increase **corporate philanthropic commitments** to **EUR 200 million** by 2025, including support to youth, refugees, etc.



SOCIAL INCLUSION : FINANCING AND INVESTMENTS WITH A POSITIVE IMPACT

Proprietary investment

EUR 450 million are allocated to proprietary investments.

Impact investment

- **EUR 145M** social and local impacts
- **EUR 55M** protection and restoration of natural capital

Innovation

- **EUR 250M** to start-ups involved in the environmental transition.

Impact Bonds

In 2023, 9 new contracts were signed for a total amount of **EUR 28 million** in which the BNP Paribas European Impact Bonds Fund invested EUR 13 million

At end-2023, **24 impact bonds supported** by BNP Paribas (as arranger or investor, sometimes both) had been signed representing more than **EUR 82 million in total**.

Financing Impact Entrepreneurship

In 2023, total support (loans, investments for the own account of the Group or on behalf of third parties, impact bonds) to impact enterprises, including Microfinance Institutions, amounted to **EUR 2 billion**.

The Bank supports over **3,450 impact enterprises** through financing, banking services and investments.


Nickel : Financial Inclusion


At the end of 2023, nearly **3.7 million Nickel accounts** had been opened with the following profiles: income of less than EUR 1,500 per month (77%); unemployed, with no regular income or living on benefits (30%); without a personal address (30%). French Nickel's inclusive offer launched in Spain (2021), Belgium, Portugal (2022) and Germany (2023).





SUPPORTING OUR EMPLOYEES BY OFFERING THEM AN ENVIRONMENT AND PATHWAYS ADAPTED TO THEIR EXPECTATIONS

ETHIC AND INCLUSION

 **Mixity management**
% women (in senior management) **37%**
2025 target : 40%

 **Conduct & Inclusion survey re-run in 2023**
Favorable opinion on the Inclusion Component **83%**


 **Inclusion Days 2023**
Number of participants **17k**
30 countries


 **Overall engagement score**
Consolidation surveys 2023 covering 86% of the workforce (Participation rate : 69%) **85/100**



First and only bank in France to hold the AFNOR "Alliance" label bringing together the "Diversity" and "Professional Equality" labels

EMPLOYEE EXPERIENCE

 **Number of solidarity hours by employees** **1 268 515 h**
2025 target : 1 million hours over two rolling years
(2022 + 2023)

 **% of employees benefiting from of Employee Assistance Program³ (We Care)** **83%**


 **Number of employees trained in Agile since 2021** **>11k**


 **% of employees who remoteworking in Europe** **75%**
2 days per week on average




1st bank in the sector in the London Stock Exchange ESG 2023 ranking 96 / 100 on the social aspect

HUMAN CAPITAL

 **% of employees who followed at least 4 training courses** **98,2%**
2025 target: 90%

 **Average number of hours of Training per employee in 2023** **24,2 h**
Of which excluding mandatory training **19,8 h**

 **Number of employees trained by Sustainability Academy in 2023** **>86k**

#UNEXPECTEDJOBS

Number of views on employee posts on LinkedIn **14,7M**



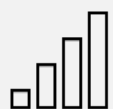
The only bank in the Top 10 employers in France to be awarded the Top Employer Europe 2023+2024 label for the 10th and 11th consecutive years




PHILANTHROPY MARKED BY LARGE-SCALE CRISIS AND EXCEPTIONAL COMMITMENTS

GLOBAL PHILANTHROPY AT GLANCE



 • 1% on average of the net group net income over the past 5 years

 • Nearly Half a billion euros in 5 years

 • +70% of Group Philanthropy is European

+18.3% vs 2022

*declarative

EXCEPTIONAL ENVELOPES TO ACT QUICKLY AND GLOBALLY

The Group entities are acting as a coalition to respond to the social and humanitarian emergencies internationally

€20M



Donations issued from share buybacks focused on major causes identified by the Group local entities worldwide

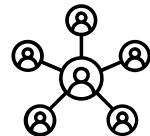
- BNP Paribas is the first bank to have accompanied its share buyback with a solidarity tranche
- Emergencies situations : food insecurity, housing, reception of women and refugees
- Major social issues: climate, biodiversity, access to water, equal opportunities

+ €15M



Emergency philanthropy in Severe Crises: Earthquakes in Turkey/Syria and Morocco

- Local envelopes deployed and relayed by additional Group's actions



A network of 12 foundations and endowment funds working alongside the Group's businesses to implement our philanthropic action





BNP PARIBAS

THANK YOU



- [Last Climate Report](#)
- [2023 URD](#)
- [Visit our Publications' page](#)