

# BNP PARIBAS CSR STRATEGY

LAURENCE PESSEZ  
GLOBAL HEAD OF CSR

March 2025



**BNP PARIBAS**

The bank for a changing world

# SUSTAINABILITY FULLY EMBEDDED WITHIN THE GROUP STRATEGY

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# A LONG-STANDING COMMITMENT AND CONCRETE ACTIONS FOR THE ENERGY TRANSITION

- |  |   |   |  |  |   |
|--|---|---|--|--|---|
| <p><b>Nov. 2010</b></p> <ul style="list-style-type: none"> <li>First coal policy with restrictive financing and investment criteria</li> </ul> | <p><b>Nov. 2015</b></p> <ul style="list-style-type: none"> <li><b>Doubled renewable energy commitment</b> from EUR 7bn in 2015 to EUR 15bn in 2020</li> <li>Committed to <b>invest EUR 100m in transition start-ups</b></li> <li><b>Stopped financing for:</b> <ul style="list-style-type: none"> <li>- coal-fired power plants in high income countries</li> <li>- companies and projects dedicated to the extraction of thermal coal</li> </ul> </li> </ul> | <p><b>Oct. 2017</b></p> <ul style="list-style-type: none"> <li><b>First Oil &amp; Gas policy with and production restrictive financing and investment criteria</b></li> <li><b>Stopped financing for shale oil, shale gas and tar sands exploration specialists</b> (non-conventional oil and gas)</li> </ul> | <p><b>May 2020</b></p> <ul style="list-style-type: none"> <li><b>Stopped financing for the thermal coal sector value chain</b> by 2030 in the EU &amp; OECD countries, and by 2040 in the rest of the world</li> <li>Added to the Oil &amp; Gas policy the <b>first exclusion commitments regarding the Arctic and the Amazon regions</b></li> <li>Published 1<sup>st</sup> <a href="#">TCFD report</a></li> </ul> | <p><b>Oct. 2021</b></p> <ul style="list-style-type: none"> <li>Created the <b>Low-Carbon Transition Group</b> bringing together an ecosystem of nearly 250 bankers dedicated to supporting international clients, corporates and financial institutions, in accelerating their transition to a sustainable and low-carbon economy</li> </ul> | <p><b>May 2022</b></p> <ul style="list-style-type: none"> <li><b>Committed to reduce financing for Oil &amp; Gas exploration and production activities by 25% for oil and by 12% for oil and gas</b> between 2020 &amp; 2025</li> <li><b>Broadened the Oil &amp; Gas policy scope to include diversified players:</b> <ul style="list-style-type: none"> <li>- Stopped financing for companies with <b>more than 10% of their activities coming from non-conventional oil and gas</b></li> <li>- Stopped financing for companies with <b>more than 10% of exploration and production activities related to the Arctic region</b>, and for companies holding oil and gas reserves in the Amazon region or actively developing infrastructures in this region</li> <li>Published <a href="#">1st Alignment report</a> for Power, Oil &amp; Gas, Automotive sectors</li> </ul> </li> </ul> |
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| <p><b>Jan. 2023</b></p> <ul style="list-style-type: none"> <li><b>Accelerated decrease in Oil &amp; Gas exploration and production financing: 80% for oil and 30% for gaz</b>, both between September 2022 and end of 2030</li> <li>Committed to achieve a target of <b>EUR 40 bn in financing for the production of low-carbon energies by 2030</b></li> </ul> | <p><b>May 2023</b></p> <ul style="list-style-type: none"> <li><b>Strengthened Oil &amp; Gas policy:</b> <ul style="list-style-type: none"> <li>- Stopped the financing <b>purely dedicated to the development of new oil and gas fields</b>, regardless of the financing methods</li> <li>- Scheduled phasing out of financing for <b>non-diversified oil upstream players and intended to support oil production</b></li> <li>Published 1st <a href="#">Climate Report</a>, with net zero commitments for Steel, Aluminium, Cement sectors</li> </ul> </li> </ul> | <p><b>Feb 2024</b></p> <ul style="list-style-type: none"> <li>Scheduled phasing out of fossil-fuel exploration and production financing that will account for <b>only 10% of the Group's energy production financing in 2030</b></li> </ul> | <p><b>May 2024</b></p> <ul style="list-style-type: none"> <li><b>Strengthened Oil &amp; Gas policy:</b> <ul style="list-style-type: none"> <li>- <b>New Oil &amp; Gas emission reduction target of 70%</b> between September 2022 and end of 2030</li> <li>- Decision to no longer take part in bond issues for oil players with an activity in exploration and production</li> <li>Published <a href="#">Climate report</a>, with net zero commitments for Shipping, Aviation and Commercial Real Estate sectors</li> </ul> </li> </ul> | <p><b>Nov. 2024</b></p> <ul style="list-style-type: none"> <li>BNP Paribas Asset Management <b>no longer invests in conventional bonds issued by Oil &amp; Gas players active in exploration and production</b></li> </ul> |
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**Strong leading position in sustainable finance**

**N°1 global\***

**Sustainable bonds and loans for the 2nd consecutive year**

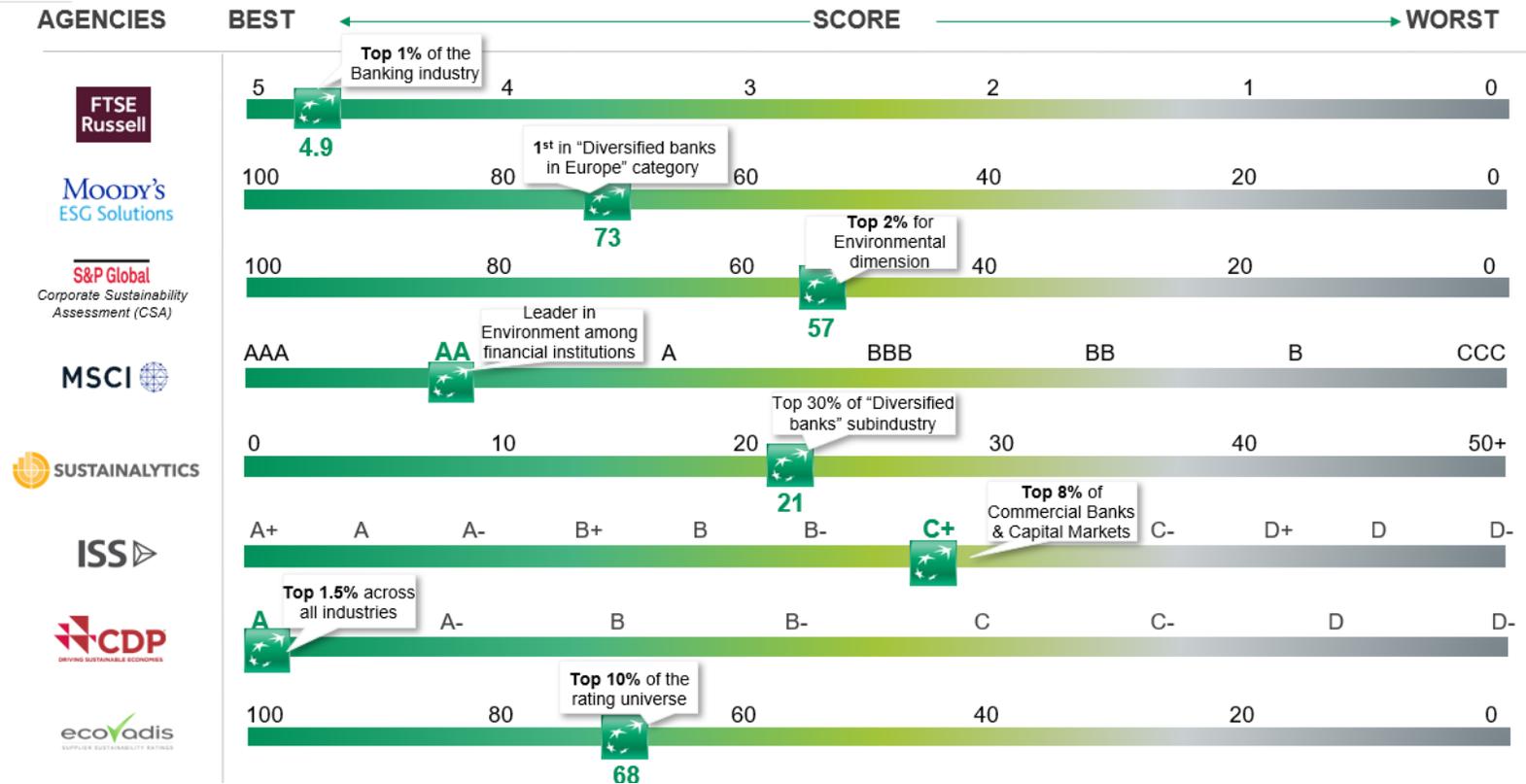
**\$69.2bn in 2024**

\* 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 EXTRA-FINANCIAL RATINGS (as of March 2025)



BNP Paribas' ratings by FTSE Russell and S&P Global are part of the criteria used to evaluate the Group's CSR performance, impacting the annual variable compensation of executive corporate officers.

## ■ LATEST AWARDS



- EUROMONEY – 2024 “World’s Best Bank for financial inclusion”
- IFR – 2024 “ESG Financing House” for the 2<sup>nd</sup> consecutive year
- ENVIRONMENTAL FINANCE – 2024 “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 – 2025 “Global 100 Most Sustainable Corporations” for the 11<sup>th</sup> consecutive year and only French bank
- Top Employer Europe 2025
- Equileap, 2024 – 1st bank and Top 8 in France, 58th place in worldwide Top 100



# ENGAGING WITH CLIENTS TO SUPPORT THEM IN THE TRANSITION TOWARDS A SUSTAINABLE ECONOMY: THE S IN THE GTS 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 SDGs<sup>1</sup>

### 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

Thematic	No.	Indicator*	2024	2025 Objective
ECONOMIC	1	Amount of sustainable loans (in billion euros)	133	150
	2	Amount of sustainable bonds (in billion euros)	106	200
	3	Amount of assets under management in open-ended funds distributed in Europe under articles 8 & 9 according to the SFDR (in billion euros)	285	300
SOCIAL	4	Share of women among the SMP population (Senior Management Position)	39%	40%
	5	Number of solidarity hours performed by employees over two rolling years (#1MillionHours2Help)	1,338,394 (in 2023 and in 2024)	1 million hours (over two rolling years)
	6	Share of employees who completed at least four training courses during the year	99%	90%
CVIC	7	Number of beneficiaries of products and services supporting financial inclusion (in millions)	5.0	6.0
ENVIRONMENTAL	8	Amount of the support enabling our clients to transition to a low-carbon economy (in billion euros)	179	200
	9	Amount of financing to companies contributing to protecting terrestrial and marine biodiversity (in billion euros)	5.4	4.0
	10	Greenhouse gas emissions (in tCO <sub>2</sub> e/FTE)	1.48 tCO <sub>2</sub> e/FTE	1.85 tCO <sub>2</sub> e/FTE

**Group Sustainability and Incentive Scheme:** 20% of more than 9,000 key employees' deferred variable compensation relies on the performance of the 10 CSR performance indicators.



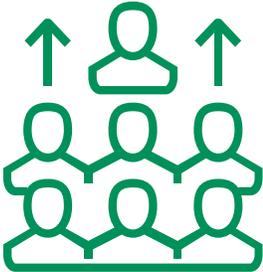
# CSR PERFORMANCE CRITERIA IN THE ANNUAL VARIABLE REMUNERATION OF CEO AND CHIEF OPERATING OFFICERS



**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** and **S&P Global CSA**

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 KYC<sup>1</sup> process
- to exercise **greater control** over the ESG dimensions during credit committees

Initially launched on the large corporate segment, the ESG assessment framework was extended in 2024 to relevant medium-sized corporate clients (companies with a turnover higher than EUR 50 million, selected on risk-based criteria) and to financial institutions with tailored questionnaires.

The ESG assessment Tool can be illustrated as follow



<sup>1</sup> Know Your Customer



# 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)*

≈ **133,000**

employees have been  
**trained at least once** since  
the launch of the platform  
at the end of 2022

**> 77,000 in 2024 alone**

**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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The bank for a changing world

March 2025

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# OUR CLIMATE STRATEGY

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# DEPLOYMENT AT SCALE OF OUR CLIMATE STRATEGY



## Aligning our portfolios with our carbon neutrality commitment

- Trajectory for a **reduction in CO<sub>2</sub> emissions corresponding to financing** of the sectors with the highest levels of emissions
- **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

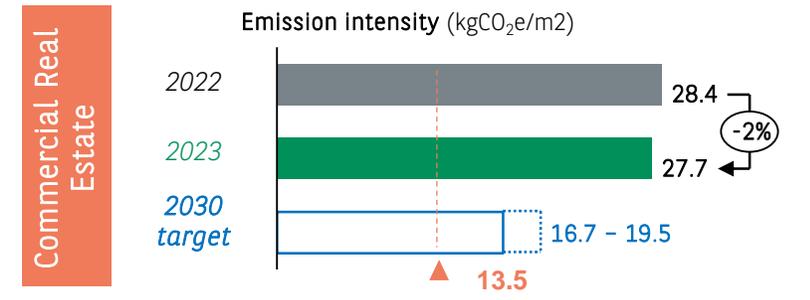
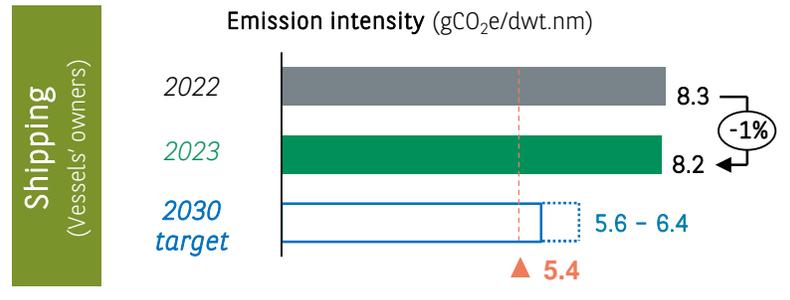
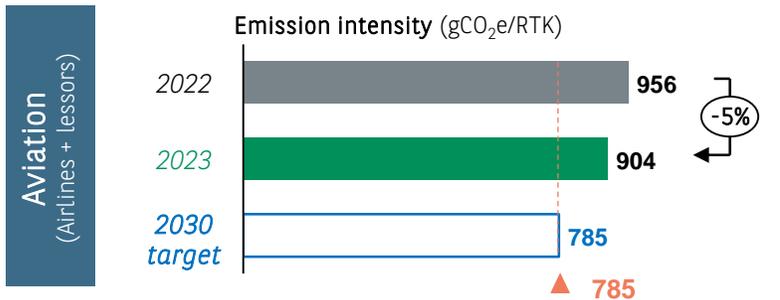
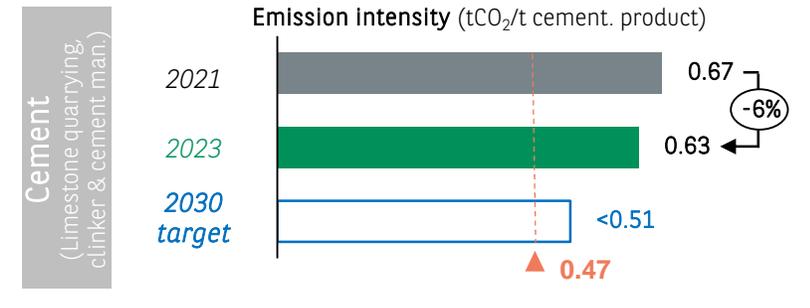
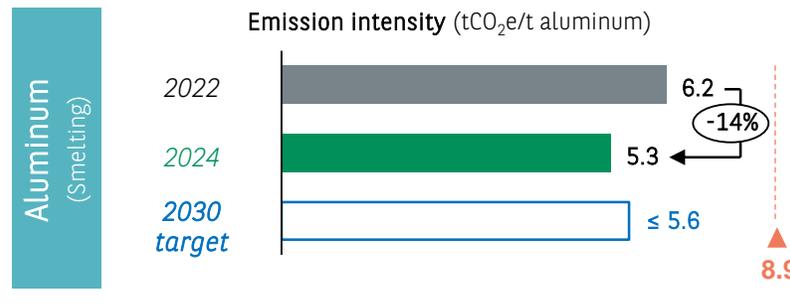
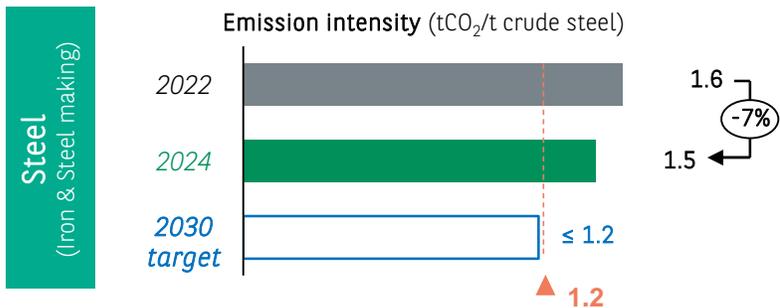
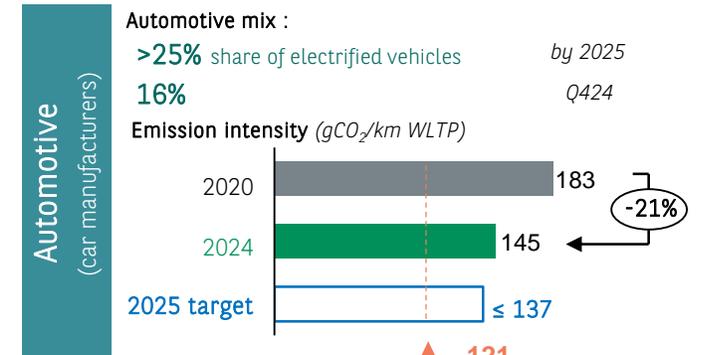
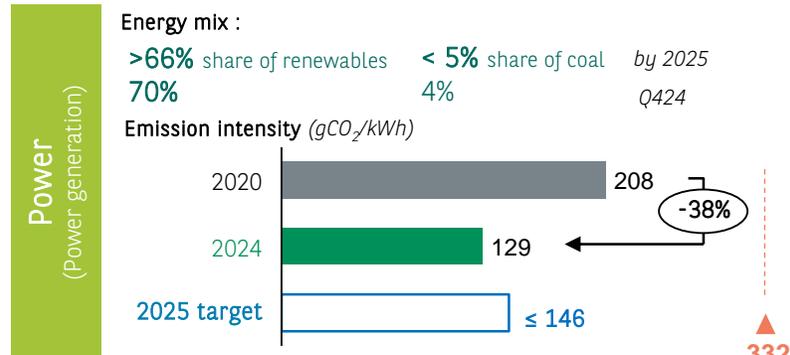
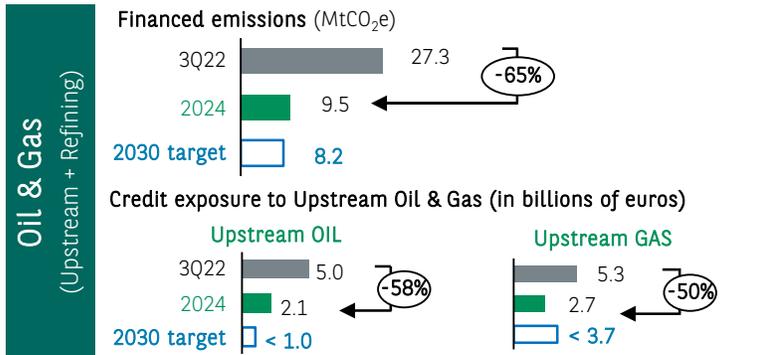
- **Mobilisation of the integrated model and all business lines** in support of clients
- **Low Carbon Transition Group**, an organisation of close to 250 specialised bankers dedicated to supporting clients in accelerating their transition
- **Low Carbon Low-Carbon Transition for SMEs & MidCaps** initiative
- **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**



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

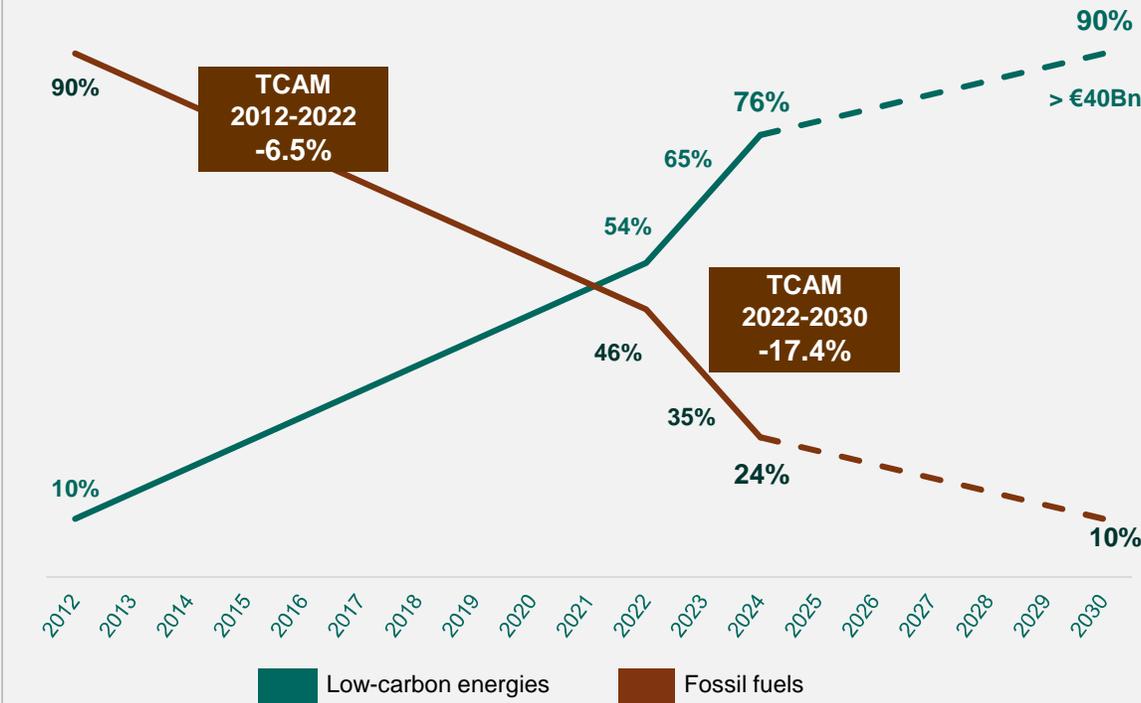
## GHG emission intensity evolution as of Q4 2024 or Q4 2023



# 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 energies<sup>1</sup>



**N°1 worldwide<sup>2</sup> for the 2<sup>nd</sup> 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)<sup>3</sup>

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

**Among the best financial institutions<sup>3</sup> worldwide**  
in sustainable finance in 2023

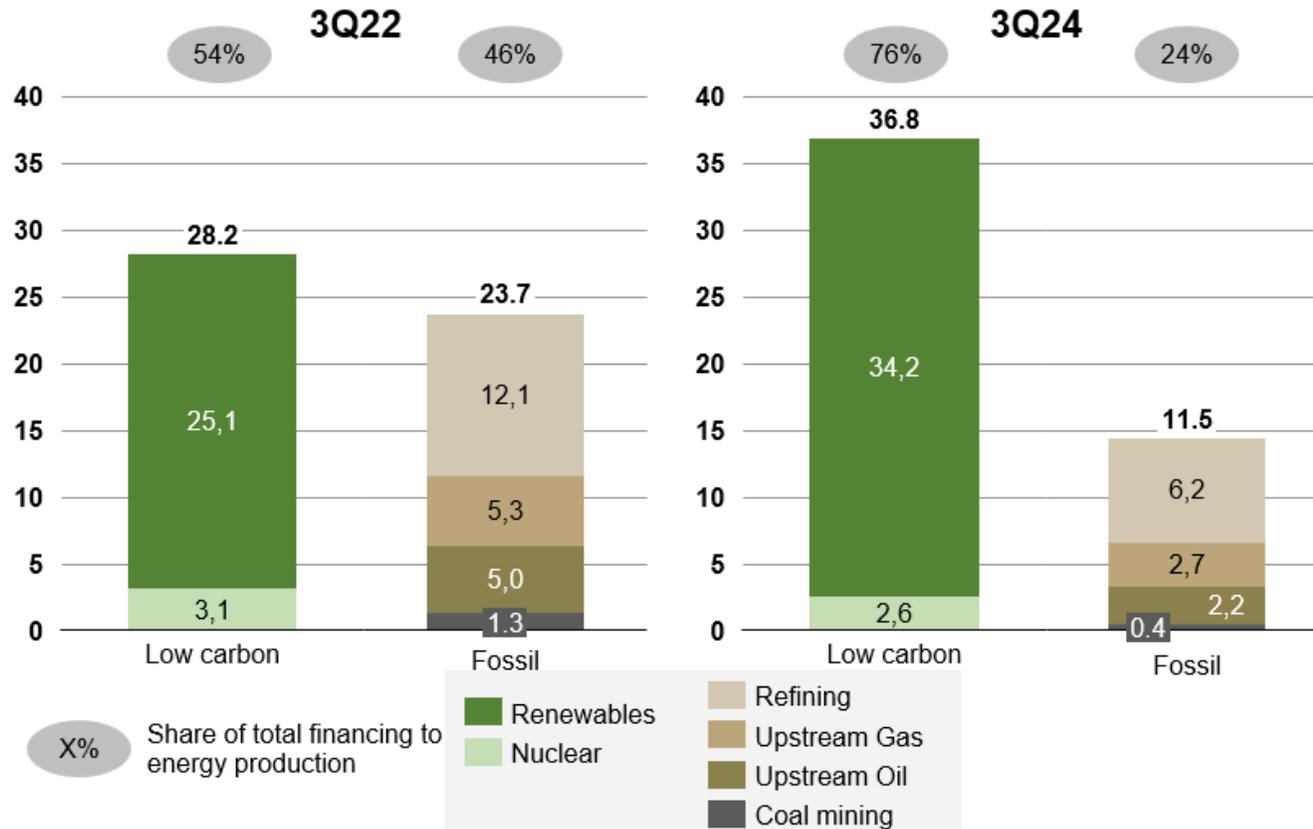
1. Source: internal figures – credit exposure in €bn as of 30.09.24; low-carbon (€36.8bn as of 30.09.24): renewables (€34.2bn) and nuclear (€2.6bn); fossil fuels (€11.5bn as at 30.09.24): refining (€6.2bn), gas exploration & production (€2.7bn), oil exploration & production (€2.2bn), and coal (€0.4bn); 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 financing<sup>1</sup>

## 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**

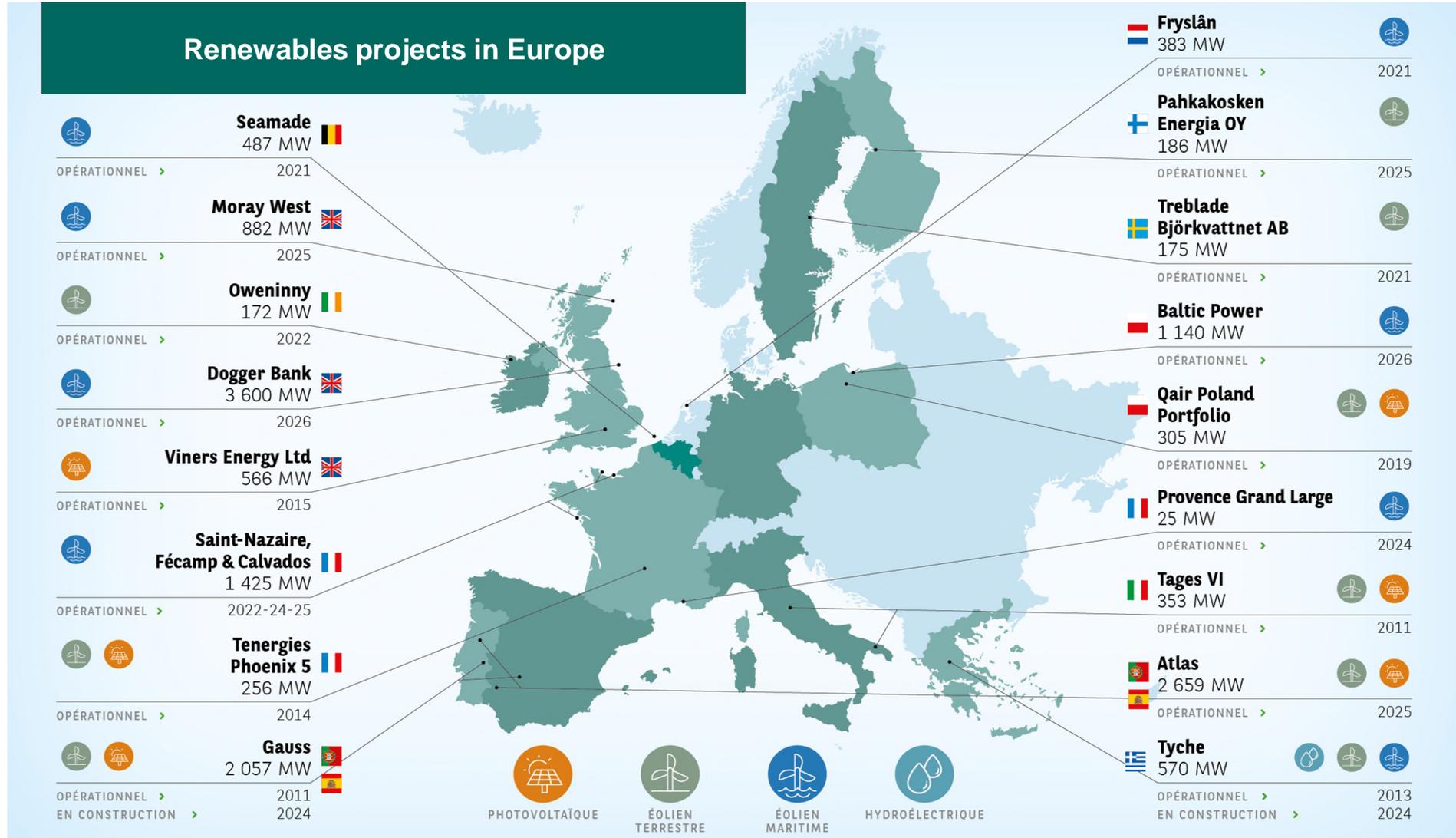
**Thermal Coal extraction / mining exit already well underway**, completed by 2030 in EU and OECD countries and by 2040 in the rest of the world



**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 PARIBAS<sup>1</sup>



1. Internal sources and external publications



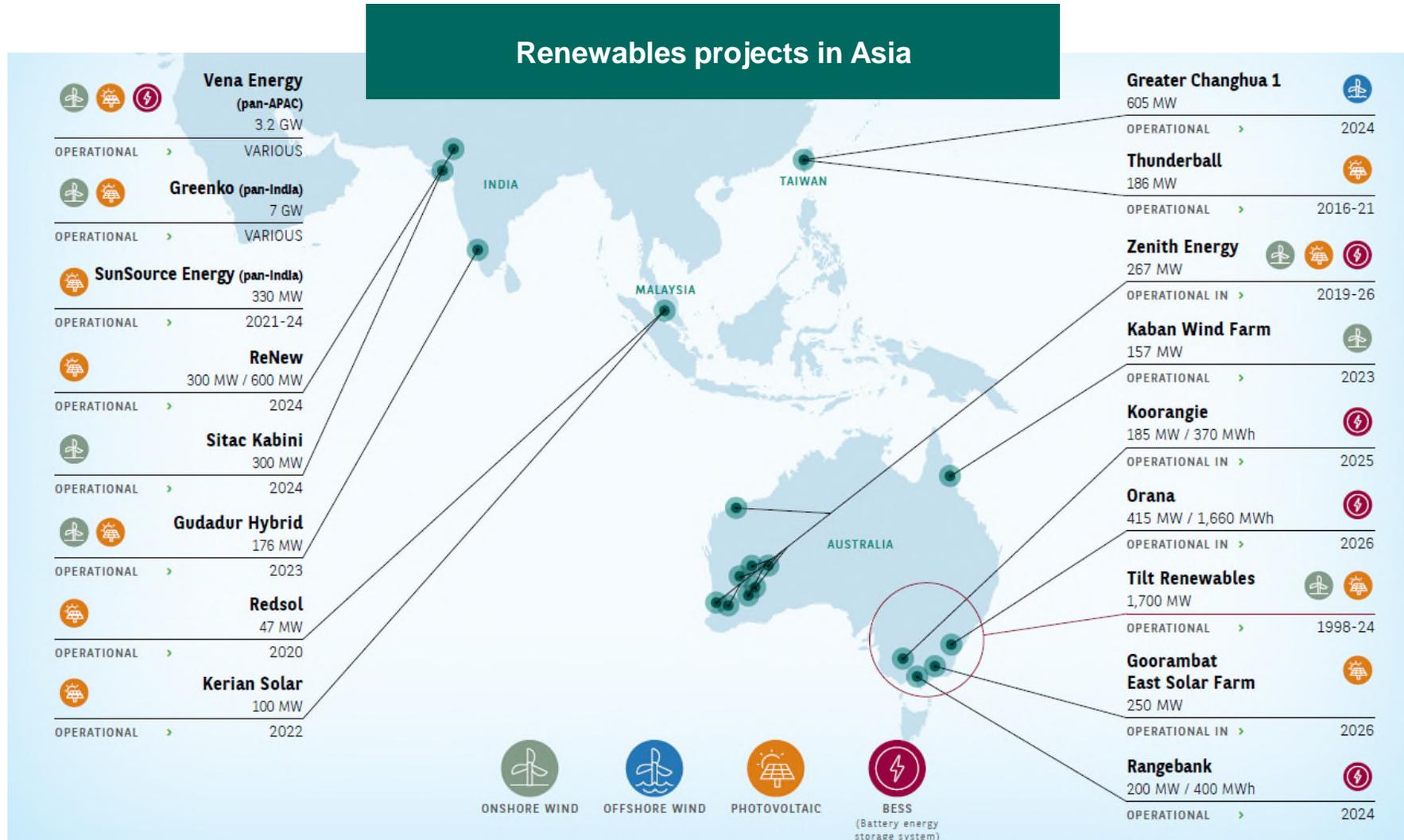
# ENERGY TRANSITION: REMARKABLE RENEWABLES PROJECTS IN THE AMERICAS SUPPORTED BY BNP PARIBAS<sup>1</sup>



1. Internal sources and external publications



# ENERGY TRANSITION: REMARKABLE RENEWABLES PROJECTS IN ASIA-PACIFIC SUPPORTED BY BNP PARIBAS<sup>1</sup>



1. Internal sources and external publications



# BIODIVERSITY, CIRCULAR ECONOMY, SOCIAL INCLUSION

Focus on three priority areas of actions  
embedded into GTS Sustainability strategy



# 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 5.4 billion at end 2024**
- 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- the Group reached **5.0 million beneficiaries at end 2024**
- At the end of 2024, BNP Paribas' direct support for microfinance reached **EUR 468.8 million in loans and investments to 22 MFIs in 13 countries**. This represents **> 660,000 active beneficiaries** indirectly supported by BNP Paribas at Q3 2024.
- At the end of 2024, **4,3 million Nickel accounts had been opened**.
- Increase **corporate philanthropic commitments** to **EUR 200 million** by 2025, including support to youth, refugees, etc.



# OFFERING OUR EMPLOYEES AN ENVIRONMENT AND PATHWAYS ADAPTED TO THEIR EXPECTATIONS : 2024 OVERVIEW

## ETHICS AND INCLUSION



**Share of women in Senior Management Positions** **39%**  
2025 target : 40%



**Share of Women among Talents** **53%**  
(Top, Advanced, and Emerging)



**Inclusion Days 2024** **22k**  
Number of participants  
200 events



**Overall engagement score** **85/100**  
Consolidation of 2024 surveys covering 90% of the employees

## EMPLOYEE EXPERIENCE



**Number of solidarity hours performed by employees** **1,338,394 h**  
2025 target : 1 million hours over two rolling years  
(2023 + 2024)



**Share of employees who receive an adequate wage\*** **100%**



**Share of employees benefiting from an Employee Assistance Program** **93%**



**Share of employees covered by a paternity leave scheme** **85%**  
Allowing for 6 days of paid leave

## HUMAN CAPITAL



**Share of employees who completed at least 4 training courses** **99%**  
2025 target: 90%



**Average number of hours of training per employee** **27 h**



**Number of employees trained by Sustainability Academy** **>75k**



**Number of employees trained at least 7 hours on Tech field** **15k**



**Score: 71%**  
**In France:** Top 1 Bank (Top 8 overall sectors)  
**Worldwide:** 58<sup>th</sup> place in top 100, over 3,500 companies assessed



**Signing of the new Global Agreement with UNI Global Union** (International trade union federation) on 4<sup>th</sup> November 2024 strengthening the fundamental rights and the Group's global social framework applicable to all Group employees

\*adequate wage: level of salary that enables to cover the basic needs of an employee and their family, particularly in terms of housing, food, health, education, transport, means of communication, and precautionary savings, based on an external Fair Wage Network database



# 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**

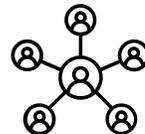
- BNP Paribas is the first bank to have accompanied its share buyback with a solidarity tranche
- Emergencies situations : food insecurity, housing, reception of women and refugees
- Major social issues: climate, biodiversity, access to water, equal opportunities

**+ €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

## Useful links:



- [2024 URD](#)
- [BNP Paribas supporting its clients' transition \(March 2025\)](#)
- [CSR publications' page](#)
- [Governance and CSR investors' website page](#)

