



BNP PARIBAS

An operational approach of
Corporate Social & Environmental Responsibility...

...enhancing our global performance

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Corporate Social & Environmental
Responsibility Department
October 2008



BNP PARIBAS



Planning Actions

Deploying our efforts

Measuring & controlling performance

Integrating external evaluations

Corporate Social & Environmental
Responsibility Department
October 2008

A clear CSR guidance and four identified stakes

- Fully assuming our corporate responsibilities



- ◆ Expanding our clientele and retaining our existing clients
- ◆ Expanding our share ownership and retaining our current shareholder
- ◆ Developing our capacity to attract talent and motivate our employees
- ◆ Consolidate our reputation towards all keys players in civil society

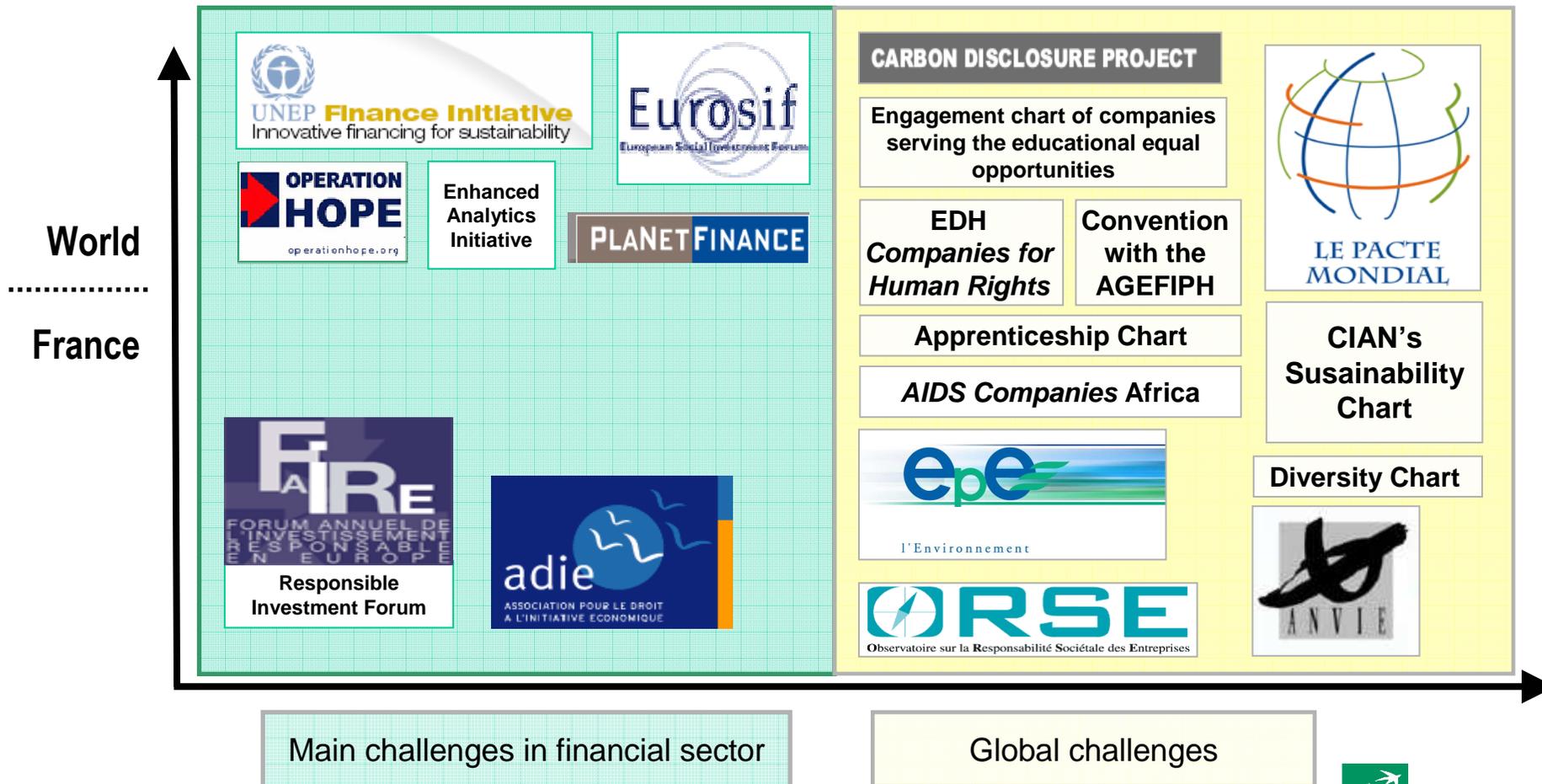
An approach integrating all components of our economic performance

Our corporate responsibility based on values and guiding principles



Targeted public engagements

BNP Paribas focuses on targeted public engagements which are voluntarily limited due to their well developed guiding principles corpus



A systematic mapping of our risks and our sustainable development's opportunities...

About 40 macro activities took inventory concerning the company's business lines and Group functions

Parties prenantes	Déontologie	Clients	Salariés	Actionnaires	Fournisseurs	Société	Environnement
Pôles et métiers							
BDDF - Banque de Détail en France							
1. La clientèle des Particuliers	1 A	2 F 7 A	1 I	1 I	1 I 2 F 4 A		4 A
2. La clientèle des Professionnels et Entrepreneurs	1 A	2 F 2 A 1 I			2 F 1 A		2 A
3. BDDF Entreprises	1 F	2 F 2 A 1 I			2 F 1 A		2 A 1 I
4. Opérations Après-Vente		1 F	1 I		1 I		
5. Affaires Spéciales et Recouvrement							1 I
BFI - Banque de Financement d'Investissement							
6. Energy Commodities Export Project	X	1 I			1 E 2 A		1 E 4 A 1 I
7. Financements structurés					1 E 2 A		1 E 4 A 1 I
8. Fixed income			1 E		1 E 2 A		4 A
9. Equities and Derivatives	1 I		1 E		1 A		2 A
10. Corporate Finance	1 I	1 I			1 A		1 A
11. M&T Treasury					1 A		
12. Listed Investment & Sovereign Debt Portfolio					1 A		
13. CTE-CTI (Coverage & Terroires Europe / Int'l)		1 I			1 A		
14. FIG (Financial Institutions Group)	X	1 I					
SFDI - Services Financiers et Banque de Détail à l'International							
15. Banque de détail aux Etats-Unis (BanqWest)	X	1 E	1 E 1 I		1 A		1 A
16. Banque de détail dans les marchés émergents et outre-mer	X	1 E	3 E 2 A		1 E 2 A		
17. Financement de la consommation et de l'équipement des particuliers (Cediam)		1 E 1 A			X	1 A	
18. Financement des équipements professionnels (BNP Paribas Leasing Group)	1 F 1 A						1 A
19. Financements immobiliers des particuliers (UCB)			X				
20. Location avec services (Arius, Artegy, Arval)					1 I	1 A	1 I
AMS (Asset Management and Services)							
21. Banque privée	2 A	1 A				1 A 1 I	1 I
22. Gestion d'actifs	1 F	3 E 2 A	1 E 1 I	1 E		1 E 2 A	1 E 1 A
23. BPIS	1 F						
24. Immobilier	X			1 A	1 F		1 E 1 A
25. Assurance	1 F	1 A		1 A			
26. Cortail Consors	X					1 A	2 A
27. BNP Paribas Capital	X						
Fonctions							
AFG - Affaires Fiscales Groupe							
AJG - Affaires Juridiques Groupe						1 I	2 A
CPG - Communication et Publicité Groupe						2 A	1 A 1 I
EDG - Ethique et Déontologie Groupe	3 A	1 F	1 F	1 F	1 F	1 F	
FDG - Finances Développement Groupe		1 E		1 E 3 A			

Type of stakeholders

Identification and validation of relevant stakes :
 -Internally, by the business lines themselves
 -Externally, by the exchanges with rating agencies and other stakeholders

A methodical inventory of the stakes

An adapted answer to each inventory taken stake

... allowing to set responsibilities and annual action plans

Parties prenantes	Diversité	Clients	Salariés	Actionnaires	Fournisseurs	Société	Environnement
BOCF - Banque de Detail en France							
1. Les clients des Particuliers	1A	2F	1A	11	11	11	1A
2. Les clients des Professionnels et Entrepreneurs	1A	2F	2A	11	11	11	2A
3. BOCF Entreprises	1F	2F	2A	11	11	11	2A
4. Partenaires Partenaires	1F	11	11	11	11	11	11
5. Partenaires Partenaires	11	11	11	11	11	11	11
BTI - Banque de Financement et d'investissement							
6. Energy Commodity Cash/Trade	X	11	11	11	11	11	11
7. Financements structurels	11	11	11	11	11	11	11
8. Fixed Income	11	11	11	11	11	11	11
9. Equities and Derivatives	11	11	11	11	11	11	11
10. Corporate Finance	11	11	11	11	11	11	11
11. ALM & Treasury	11	11	11	11	11	11	11
12. L&I Investment & Energy Deal/Partners	11	11	11	11	11	11	11
13. CDO/CFI (Commod & Real Estate Loans) (11)	11	11	11	11	11	11	11
14. CDO/CFI (Commod & Real Estate Loans) (11)	11	11	11	11	11	11	11
SFCI - Services Financiers et Banque de Detail & International							
15. Banque de Detail des Marchés Emergents	X	11	11	11	11	11	11
16. Banque de Detail des Marchés Emergents (11)	X	11	11	11	11	11	11
17. Financement de la Construction et de l'Immobilier (11)	11	11	11	11	11	11	11
18. Financement des Infrastructures (11)	11	11	11	11	11	11	11
19. Financement immobilier des particuliers (11)	11	11	11	11	11	11	11
20. Location avec services (11)	11	11	11	11	11	11	11
AMS (Asset Management and Services)							
21. Gestion d'actifs	11	11	11	11	11	11	11
22. Gestion d'actifs	11	11	11	11	11	11	11
23. Gestion d'actifs	11	11	11	11	11	11	11
24. Gestion d'actifs	11	11	11	11	11	11	11
25. Gestion d'actifs	11	11	11	11	11	11	11
Partenaires							
26. Partenaires Partenaires	11	11	11	11	11	11	11
27. Partenaires Partenaires	11	11	11	11	11	11	11
28. Partenaires Partenaires	11	11	11	11	11	11	11
29. Partenaires Partenaires	11	11	11	11	11	11	11
30. Partenaires Partenaires	11	11	11	11	11	11	11

1) **Annual update** of stakes' mapping and of the diagnosis on monitoring

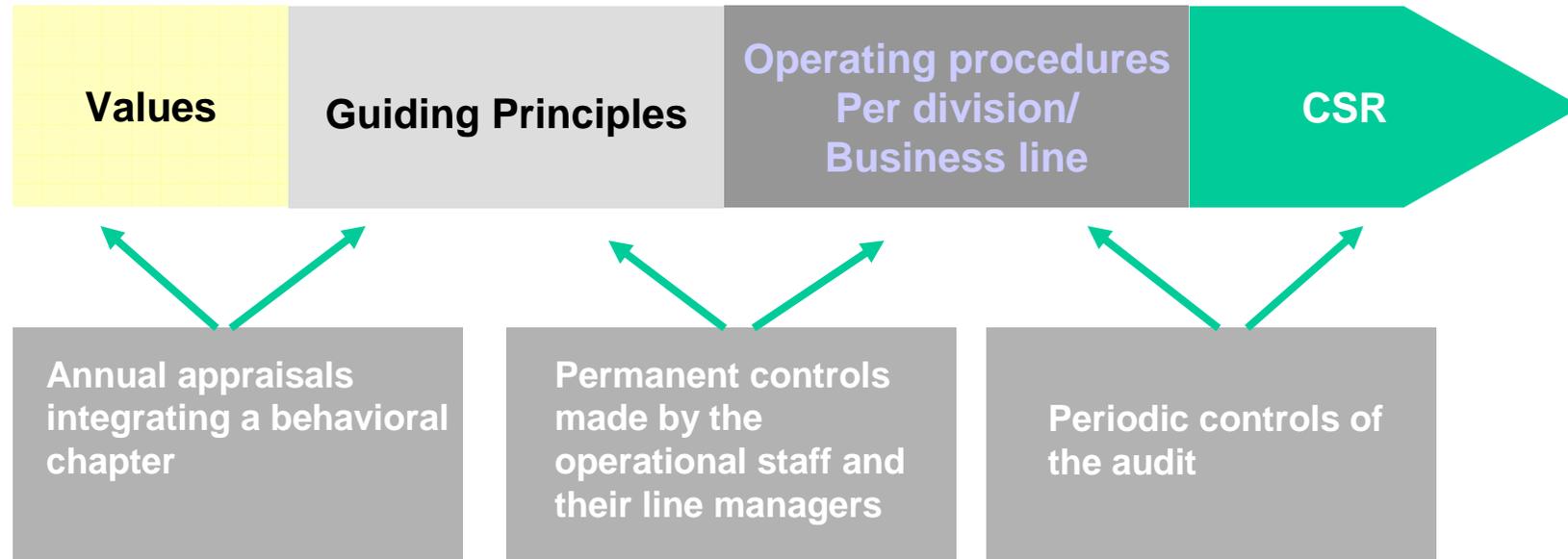
2) **Systematic coverage** of all risk's areas

3) **Validation** of the roadmap by the Executive Committee

4) Implementation of annual **Action plans**

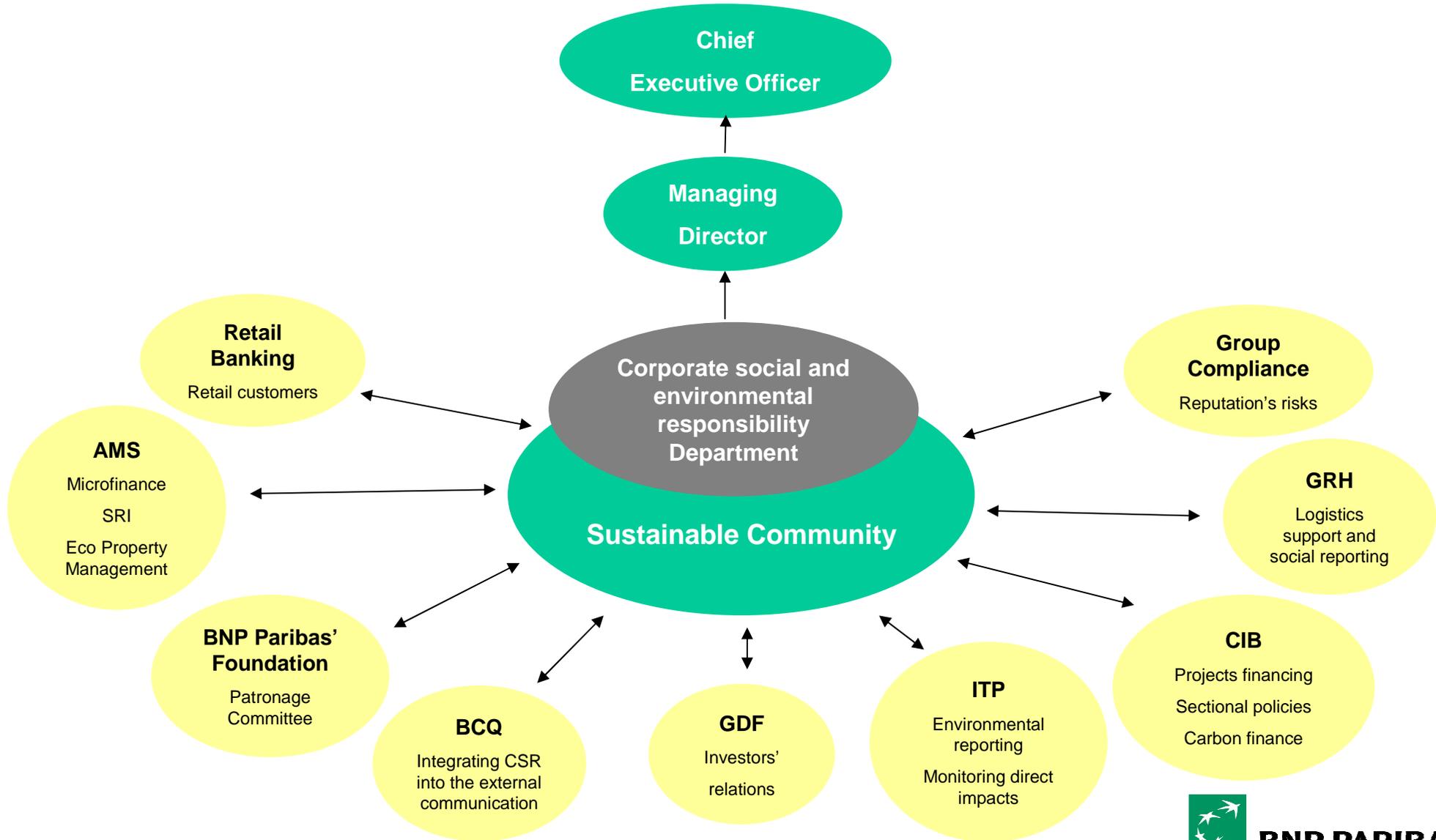


CSR: a fully integration into the internal control of the Group



A CSR audit methodology developed with the *Inspection Générale* has been updated and reinforced in 2008

A cross positioning of the corporate social and environmental responsibility department





BNP PARIBAS

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The duty of our Corporate Social and Environmental Responsibility

Specific fields related to our profession...

- Fighting against money laundering, against corruption and against terrorist financing
- Measuring and controlling operational risks
- Promoting the Socially Responsible Investment
- Contributing to responsible financing projects
- Fighting against excessive debts
- Supporting business start-up
- Promoting the micro-finance
- Favoring access of disabled people to banking services

... and others **common fields** to all sectors

- Respecting and guarantying human rights
- Reducing the direct environmental impacts of our activities
- Limited and responsible use of off-shoring
- Developing employees' skills
- Local integration in the social and economical network

Socially Responsible Investment

4 rating agencies partners:



Dedicated
internal teams:

4 SRI
analysts

5 funds
managers

2 research
assistants



19 mutual funds and SRI mandates

More than 7,6 billions euros of assets

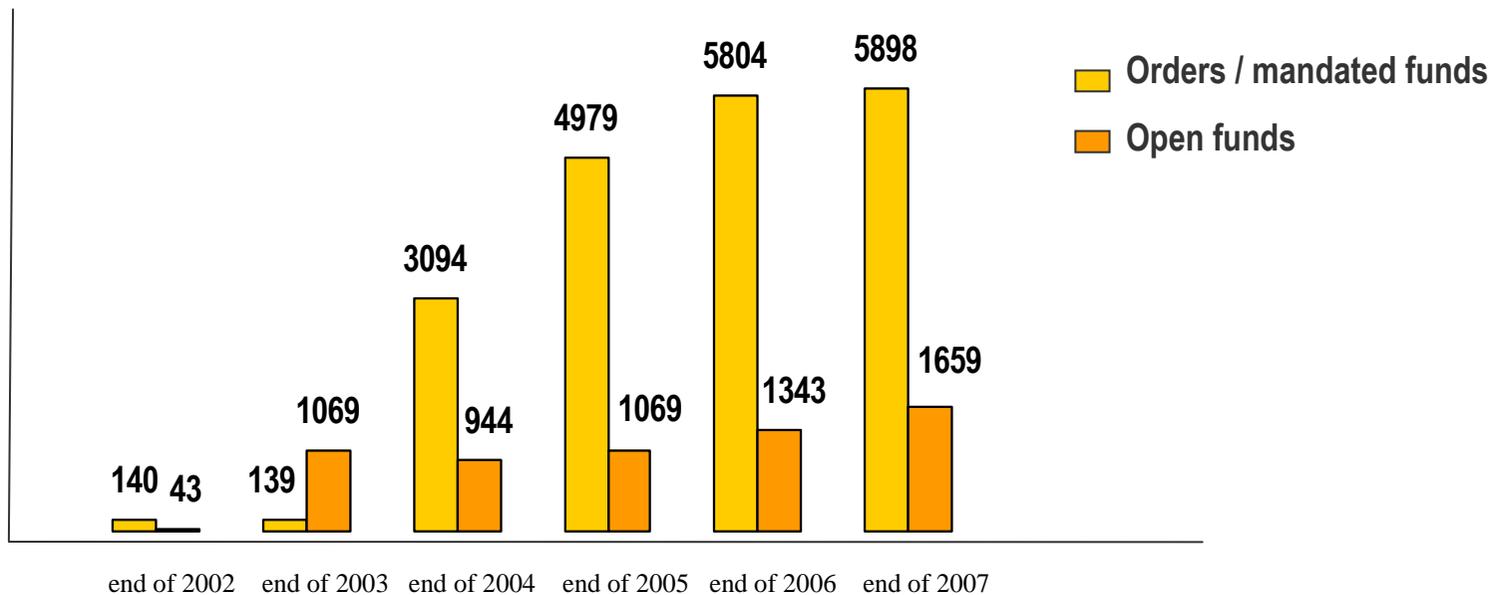
Voting rights on 300 shares



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Socially Responsible Investment : a leader in France

SRI inflows (in millions of euros)



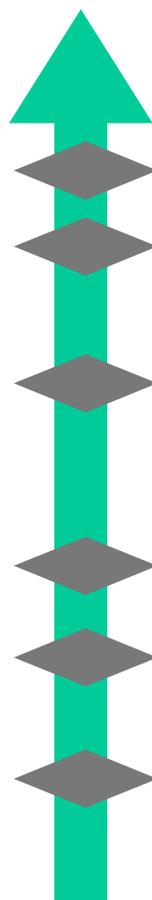
With more than one billion euros of open SRI amount outstanding, BNP Paribas is a major actor of the SRI in France and Europe



BNP PARIBAS

Micro-finance : a strong commitment

The different intervention levels in the microcredit



- The bank creates a **microcredit firm**
- The bank **participates in the capital** of a microfinance institution
- The bank **buys the portfolio** of the microfinance institution or signs a contract of service with it.
- Credit Line** of the bank
- Grant to a micro-credit institution**
Sponsorship of competency
- Sharing or renting** the offices
The bank provides front-office or back-office services.

The actions' field of BNP Paribas

- BNP Paribas Banque Privée is a partner of **PlaNét Finance** and signed an agreement with the **AFD**, French Agency of Development.
- BNP Paribas **refinances in local currency microfinance institutions** in countries where the bank is present, generating a total of authorizations equal to 83 million Euros by the end of 2007.
- BNP Paribas is an historical partner of the French leading NGO for Micro-finance (**ADIE**) : 5 million Euros credit line.

An approach to support weak populations and to make beneficiaries aware of their responsibilities



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A performance and continuous progress logic

Variable	Unity	Perimeter	2006	2007
Economics				
Net Banking Income	Millions of euros	Group	27 943	31 037
Exploitation coefficient	Percentage	Sector	60,6%	60,8%
ROE	Percentage	Group	21,2%	19,6%
SRI asset inflows under management	Millions of euros	Group	7 147	7 557
Environmental				
CO2 emissions per employee	Equivalent Tons of CO2	France	2,56	2,69
Paper consumption per employee	Kg	France	166	160
Cartridges recycle campaign	Numbers	France	90 080	89 925
Social				
New Employees	FTEs (Full-time equivalent Employees)	Group	14 000	24 000
Gender equality in the workplace	% Women senior executives	France	40,3%	41,4%
Subscription in the capital increase	Number of employees	Group	55 852	68 906



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A compliant CSR reporting over an increasing perimeter

- **Reinforcement of Extra financial information within corporate communication's tools**
 - An Annual Sustainable Development Report available only on electronic supports: CDs and Online website
 - A new Internet website entirely dedicated to Sustainable Development in 2006
- **Equipping the extra financial reporting to cover a consolidated scope**
 - Purchase of a dedicated software
 - Which is able to consolidate the Group's environmental data 
- **BNP Paribas, compliance leader of the article 116 of the French NRE Act**
 - Among the best practices according to the French Companies Information Center (CFIE) in 2005, 2006 and 2007
 - First Place in the Utopies 2004 Ranking

Extra-financial information validity relies on banking control expertise

Four control levels

The formalization of audit's trail

- Social and Environmental reporting procedure
- Integration to the dedicated software

● Implication of the different internal control levels

- Permanent controls
- Periodical controls

● Statutory Auditor's opinion

- French NRE Act's information review
- Procedures review in 2005
- *Moderated assurance* in 2006 and 2007

PRICEWATERHOUSECOOPERS 

● External control by the French Banking Regulator

- Annual report specially dedicated to fight against money laundering, against corruption and against terrorism's financing
- Annual validation of operational risk's measuring model





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Relations with our stakeholders : tools for an engaged dialogue

- **Shareholders and investors**

- Shareholders Link Committee : advice on the sustainable development report project
- Dialogue with managers and Investors' Relations' analysts.
- Development of a specific and periodical communication tool for the ISR Investors
- Semi-annual financial Information letter

- **Economic partners**

- Quality/clients barometer
- Relations with consumers' association.
- Suppliers

- **Civil society**

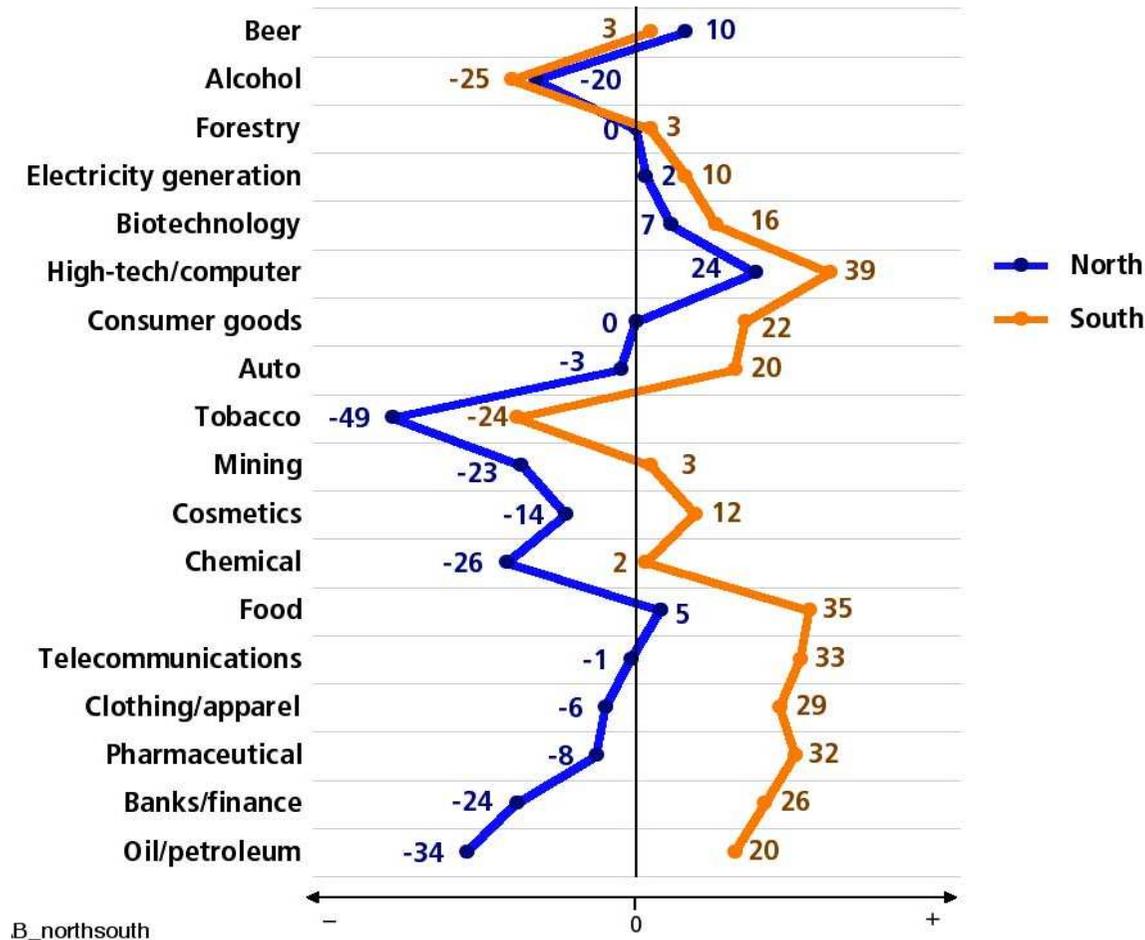
- Public authorities (Forum des Entreprises)
- Educational institutions
- 83 community partnerships
- Monitoring of Anvie's Sustainable Development Club, Works on sustainable development of the ORSE, EPE, MEDEF...

- **Colleagues**

- Survey among 12 000 employees concerning the internal environment
- Work Unions (structured social dialogue)
- European work council

The banking sector perceived by the public opinion

CSR : Ratings by sector



CSR scores are generally higher in developing countries

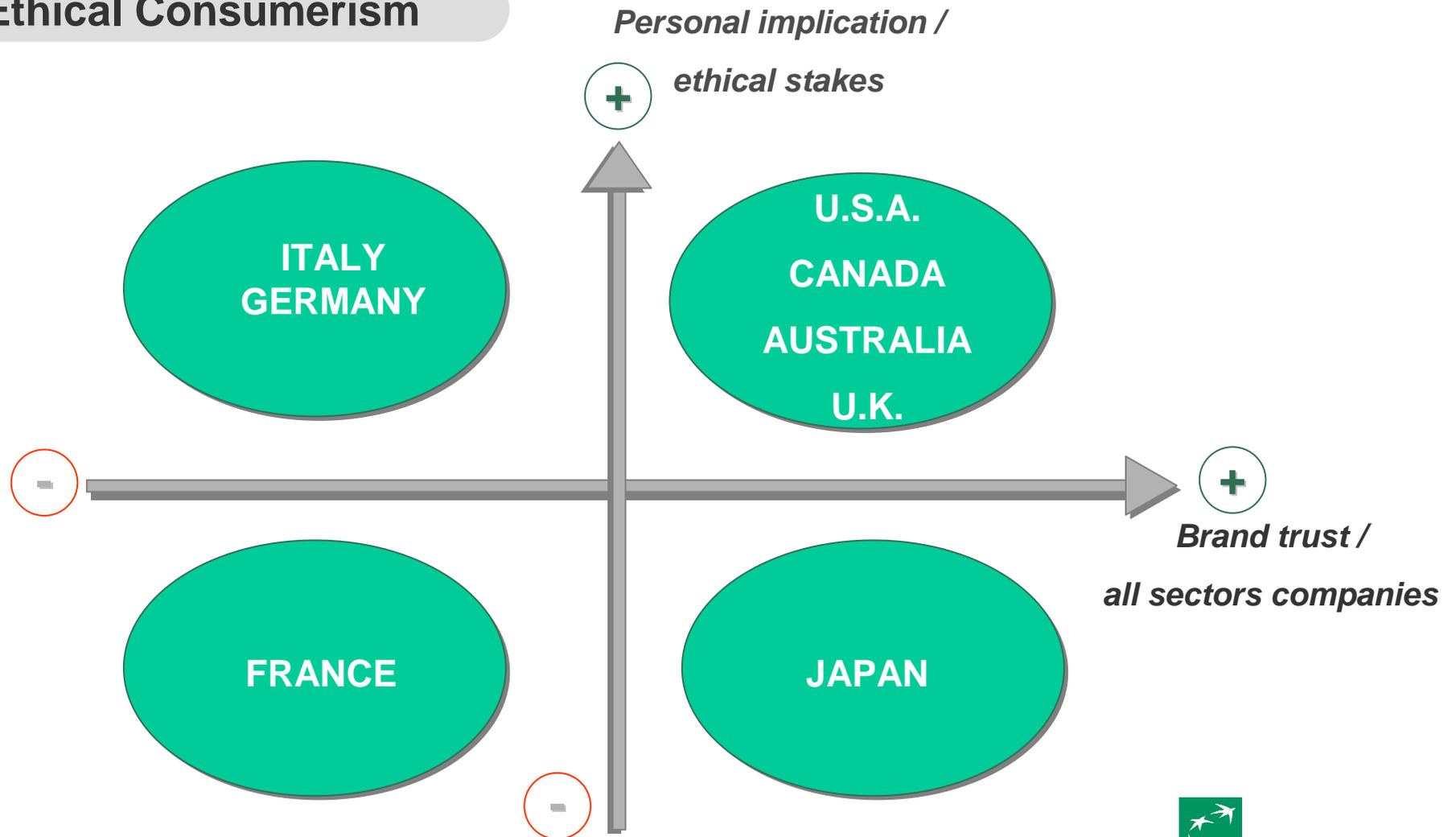
Main gaps
North/South: oil, finances, pharmacy



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“The Gallic village”

Ethical Consumerism



CSR performance according to rating agencies

