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CORPORATE SOCIAL RESPONSIBILITY

# HOW BNP PARIBAS LISTENS TO AND TAKES INTO ACCOUNT THE EXPECTATIONS OF ITS STAKEHOLDERS



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## Introduction – Definition and objectives of listening and dialogue

Dialogue with stakeholders consists in listening to, understanding and addressing stakeholders' expectations, consistent with corporate social responsibility (CSR) policy. The CSR strategy of BNP Paribas, which is detailed each year in [Chapter 7 of the company's Registration Document](#), is structured around four pillars: economic responsibility, responsibility towards employees, responsibility towards the community and environmental responsibility. Dialogue with stakeholders is essential to meeting the Group's objectives within this framework. This is why BNP Paribas signed the *Comité 21* "Guiding principles for constructive dialogue with stakeholders" in 2015.

Thus, the Group took a formal commitment to maintaining an open, constructive relationship with its identified stakeholders in order to achieve **three objectives**:

**Anticipate change in its business lines and improve products and services:** dialogue with stakeholders helps enhance our understanding of their expectations and allows us to constantly adapt our business lines in order to offer products and services that meet our customers' actual needs.

**Optimise risk management:** listening to our employees, customers, shareholders and suppliers and developing positive dialogue with them enables the Group to implement an anticipatory risk management approach.

**Have a positive impact on society:** by listening to our stakeholders, we fulfil our daily social, civic and environmental responsibilities to make a positive impact on society as a whole.

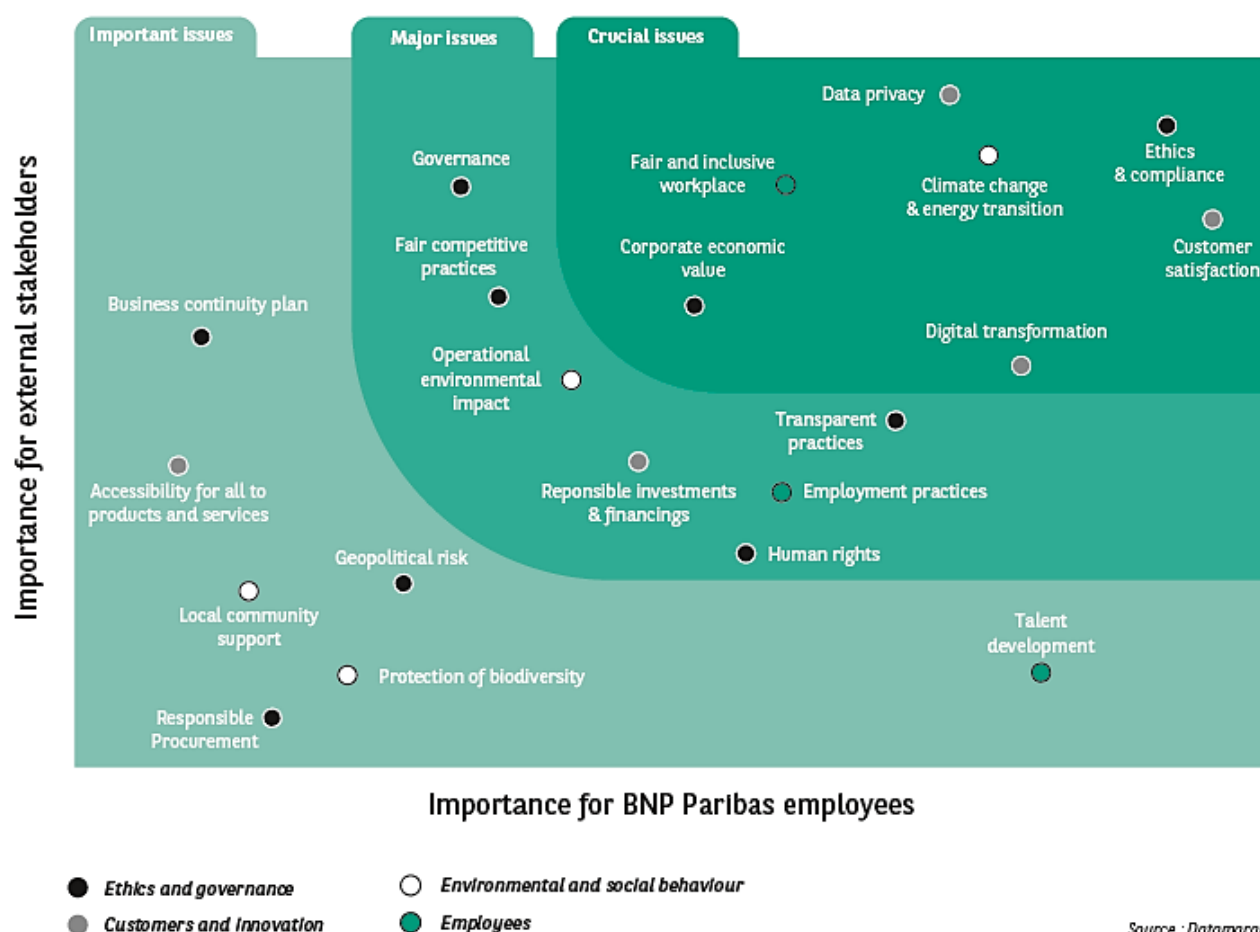
## The Group's stakeholders

BNP Paribas has four groups of contractual stakeholders: its customers (individuals, businesses, SMEs and associations, corporate clients, governments, official institutions, retailers), its employees and trade unions, its shareholders (individual and institutional investors) and its suppliers. The Group has also identified other strategic stakeholders, including: job applicants (who are potentially future employees), companies in which BNP Paribas invests, regulatory bodies, governments and elected officials, international organisations, networks and think tanks, local and regional authorities, civil society organizations (notably advocacy NGOs, consumer groups, charities and family organizations, etc.), financial and extra-financial ratings agencies, SRI investors, the media (the press, social media, key opinion leaders, etc.) and local communities.

## Listening to stakeholders

The Group develops tools to regularly listen to its stakeholders' expectations, in particular with a view to enhancing its roadmap:

In 2018, the Group developed a **Materiality matrix** published in its annual "Extra-financial performance declaration" within the Registration Document; a tool designed to identify and prioritise the most material issues for the company via the analysis of stakeholder expectations. Based on the main issues identified with external stakeholders, 28% of BNP Paribas' top management employees subsequently contributed to this analysis by assigning a level of priority to these issues, thereby resulting in a matrix which contributes to fostering the Group's strategy.



Furthermore, in 2019, the Group developed a decision-making supporting tool to set out its priorities, guide its action and anticipate future issues. The Corporate [Engagement Barometer](#) helps BNP Paribas identify civil society's expectations, measure awareness of its actions in terms of medium and long-term commitment, understand civil society's new expectations where appropriate and adapt when required. The survey was conducted in partnership with Ipsos among the general public and a well-informed audience sensitive to commitment issues, in France, Belgium and Italy, and will be repeated every two years.

## Organizing dialogue

### A structured approach

The Group has several internal policies in place which govern relations with its stakeholders, including:

- **Customers:** the [BNP Paribas Group's Quality Policy](#), which defines BNP Paribas' priorities in terms of customer satisfaction; the [Clients' Interests Protection Policy](#), which defines good marketing practices, notably in terms of the fight against corruption, and sets guidelines for managing claims; the [Responsible Commercial Relations Charter](#), which expresses the Group's desire to work with partners who share the same environmental and social standards;
- **Employees:** the [July 1996 agreement](#) which led to the formation of the European Works Council, an employee representative body designed to provide information, exchange viewpoints and promote dialogue. It was reviewed in June 2010, reflecting the desire of General Management and trade unions to modernise employee relations at European level. This dialogue with trade unions gave rise to three European agreements: in 2012 on employment management, in 2014 on equal job opportunities, in 2017 on the prevention of work-related stress and, in 2018 to a [Worldwide Agreement](#) establishing a shared global social foundation in the 72 countries where the Group operates;
- **Suppliers:** the [BNP Paribas Sustainable Sourcing Charter](#) which outlines BNP Paribas' ethical principles and commitments with its suppliers;
- **Public authorities:** the [Charter for responsible representation with respect to public authorities](#), which provides a framework for employees engaging in public representation activities and the Group's lobbying practices;
- **Companies in which BNP Paribas' asset management subsidiaries invest on behalf of third parties:** the [Voting policy](#) of BNP Paribas Asset Management, the Group's asset management subsidiary, which outlines the guiding principles of voting at the Annual General Meetings of companies in which it invests on behalf of its clients;
- Etc.

### Dedicated contacts

Each category of stakeholders has clearly identified contacts.



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Our external stakeholders have dedicated **contact points** within BNP Paribas, either at the level of a Group function or business lines.

Dialogue with certain stakeholder groups must be coordinated and monitored by **Corporate Functions**. For example, the Finance Function oversees relations with investors and analysts; the CSR Function coordinates our interaction with advocacy NGOs; the Institutional Affairs Function handles relations with regulatory bodies and public authorities; the Human Resources Function is in charge of relations with employees and labour organisations; the Group Communication Function liaises with journalists; the Group Strategic Sourcing Function provides support to operational staff for dialogue with suppliers, etc.

Conversely, relations with some stakeholders, such as consumer groups or local elected officials, are **managed directly** by the relevant subsidiary or business line.

## Communication channels

**The Group adapts its communication channels** in accordance with stakeholders' objectives and expectations. For instance:

- Adapting banking products to our **customers'** needs is a priority for the Group, organising "Customer Advisory Committees" in our retail banking networks, such as BNP Paribas Fortis, in order to canvas their views, and even co-creating some of our products with them, notably via platforms dedicated to sharing such as "BNP Paribas Ideas" launched by the French Retail Banking network.
- BNP Paribas fosters quality social relations with its **employees**, particularly when tackling employment-related issues. In 2018, official meetings organised between trade union or employee representatives and their management helped negotiate and sign 287 collective agreements.
- A "Shareholder Relations" team is there to listen to and assist the Bank's 402,000 individual **shareholders**. In addition, an advisory committee for individual shareholders, the Shareholder Liaison Committee, consisting of 12 shareholders representative of the individual shareholder population (including two employees), assists the Bank in its communications with individual shareholders.
- The Group provides **public decision-makers** with structured information in order to make a constructive contribution to public authorities' decision-making processes.
- The Group maintains regular contact with **consumer groups** and **advocacy NGOs**, to address issues raised during these exchanges. This dialogue helps improve the bank's systems, products and services. This dialogue takes an educational approach to explain what we do to these stakeholders and enable them to better understand our businesses.

## Managing dialogue and outcomes

The Group has deployed a number of tools to **assess dialogue** with stakeholders, with a view to **understanding their expectations** and integrating them into its strategy, but also **measuring their impact**.

The Group measures the level of engagement of its employees through the Global People Survey (GPS). With this internal survey, the Group has established an indicator to annually measure the percentage of employees who have a favourable opinion of its social and environmental responsibility initiatives (75% favourable opinion in 2018). This indicator is one of 9 among the 13 CSR management criteria used to calculate the deferred variable compensation of 6,750 key employees of the Group, which account for 20% in the conditions for granting this compensation.

The Group also monitors the satisfaction and recommendation rates of its Retail Banking customers through the studies conducted by the Group's various networks (such as the Net Promoter Score for example).

### **Examples of concrete results achieved through dialogue with stakeholders and by taking their expectations into account:**

#### **Individual customers**

BNP Paribas Personal Finance continues to engage in consultation and dialogue with stakeholders, including consumer groups, family organisations, charities, institutions, etc. dealing with consumer credit issues. Initiated in 2010, this approach is implemented through the regular organisation of meetings and working groups to facilitate cooperation in complete transparency, exchange sometimes opposing views and discuss the changes which need to be made to consumer credit distribution. In 2018, the groups covered the following themes: financing the energy transition; "trade, a matter of commitment"; detection and support of customers experiencing difficulties; borrower insurance. 34 working groups have been organised in eight years, covering thirty-odd different themes and involving approximately sixty organisations.

#### **Corporate clients**

In September and October 2019, BNP Paribas structured its two first "SDG bond" issues on behalf of Italian energy group Enel, dedicated to achieving the Sustainable Development Goals (SDG) determined by the United Nations for 2030. These bond issues amount respectively to US\$1.5 billion and €2.5 billion, the cost of which for the issuer, Enel, is likely to vary depending on the achievement of environmental and social objectives negotiated between said issuer and their creditors. The company's performance in relation to the objectives determined is verified every year by an independent third party certifying body. For example, one of the criteria defined for Enel relates to increasing the proportion of renewable energy in their installed capacity to at least 55% in 2021.



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### **Social enterprises and associations**

L'Ascenseur is a unique site entirely dedicated to equal opportunities in Paris, which involves 20 social enterprises and associations. This project, spearheaded by Article 1 & Mozaik RH, was made possible thanks to BNP Paribas' commitment and the involvement of many employees of the Group. The purpose of this innovative space, which has 200 workstations and many collaborative work areas, is to support young people in their academic careers, help them access the labour market and assist them in all activities contributing to the successful social inclusion of people facing hardships.

### **Companies in which BNP Paribas invests**

In 2018, BNP Paribas Asset Management continued its discussions with 7 of the 100 largest greenhouse gas emitters as part of the **Climate Action 100+** initiative, a coalition of some of the world's largest investors, with a view to improving these companies' climate change governance, curb their emissions and increase the transparency and materiality of their measures and targets.

### **Civil society**

In April 2018, BNP Paribas, in partnership with Make.org, launched a **large-scale public consultation process** the objective of which is to develop new solutions to accelerate the inclusion and success of young people, one of the four major cross-linking causes by the Engagement Department. As part of this initiative, 220,000 participants gave 1,663 responses to the following question: "How to give every young person a chance?", and 1.5 million people voted for the ideas put forward, resulting in the emergence of **an action plan consisting of 8 concrete initiatives** to promote equal opportunities for young people. BNP Paribas will support some of these actions or draw inspiration therefrom in their own banking activity, in the form of partnerships with associations, the inclusive economy and the public sector, or through sponsorship where relevant.



## Appendix: Mapping of identified stakeholders and main communication channels

Examples in this appendix are not exhaustive. A large number of dialogue initiatives are not included in this document.

Stakeholders	Main communication channels
<p><b>Individual consumers, businesses, SMEs and associations</b></p>	<ul style="list-style-type: none"> <li>• BNP Paribas measures customer <b>satisfaction and recommendation rates</b> (Net Promoter Score) through monitoring by the Group's various retail networks. Every effort is made to respond to complaints effectively and to strengthen identification of dissatisfaction expressed on social networks via the different business line accounts.</li> <li>• Customers of all BNP Paribas entities can access a <b>grievance mechanism</b>. Most Group business lines propose one or more contact channels (internet, telephone, email, etc.) to enable customers to submit feedback or complaints 24/7. This feedback is taken into account in developing new products and improving the company's processes. For example, International Retail Banking entities receive and process claims from customers in Africa, Turkey, Eastern Europe, the United States...</li> <li>• If the solution proposed by the Customer Relations team is not deemed satisfactory, customers have recourse to <b>mediation</b>. A lot of Group entities – including BNP Paribas Personal Finance, BNP Paribas Cardif, Retail Banking networks in France, Belgium, Italy, Morocco, Tunisia, Senegal, Poland and Turkey, as well as the Arval subsidiary – enable customers to contact independent mediators. In France, BNP Paribas provides customers with two mediators, one for <b>individual customers</b> and the other for <b>professionals</b>. For these amicable procedures, which are free of charge, the mediators are neutral and independent (not employees of BNP Paribas) and issue equitable and impartial opinions to resolve disputes between the bank and its clients.</li> <li>• BNP Paribas has stepped up initiatives to educate its customers in order to improve their <b>understanding of its products and services</b> and <b>enhance transparency</b>. BNP Paribas Cardif, for example, has simplified contracts by rewriting them in B1 level language that is clear and understandable, making them accessible to a broader segment of the population. More than 10,000 documents were reviewed from 2015 to 2018. In France, Hello Factory (<a href="http://www.hellobank.fr/fr/hello-factory">http://www.hellobank.fr/fr/hello-factory</a>), a programme designed to co-create the bank of the future, has been extended since it was launched at the end of 2014. Dedicated to innovation, it encourages exchanges between the digital bank, Hello bank!, and its customers. As such, Hello bank! customers are invited every quarter to discuss topics such as banking relationships, features or opening an account. 13 topics in total have been addressed. The “BNP Paribas Ideas” co-construction platform was launched in parallel. All Retail Banking customers have access to this platform, via the MaBanque website, where they can post their ideas in terms of banking innovation. In 2018, 16 of the 279 customer proposals were selected and published on the website.</li> <li>• Since 2015, hundreds of thousands of people have benefited from <b>financial education programmes</b> initiated by BNP Paribas, which have proven to be effective in combating overindebtedness and promoting economic development. Most of the Group's entities have deployed training programmes in a number of countries. For example, “Budget Responsible” was launched in 2018 on the initiative of BNP Paribas Personal Finance, a digital platform training teachers, young students and their families in managing their budgets in the form of serious games. “I invite a banker to my classroom”, a game organised by BNP Paribas employees, is coordinated by the French Retail Banking network in conjunction with the French Banking Federation. This game taught primary school pupils how to manage their budget as part of 179 school</li> </ul>



workshops.

- In terms of **training**, BNP Paribas has developed a variety of online resources. A growing number of e-learning tools are being used, and great emphasis is placed on “social learning”, with the mycampusTUBE digital tool allowing employees to share their knowledge (to date: 12,000 regular users, more than 2,500 videos, 20% of which have been produced by employees themselves).

BNP Paribas has set up dedicated teams to respond to the needs of **specific customer groups**, so that they can benefit from quality support and dialogue:

- BNP Paribas’ retail banking networks maintain close ties with **SMEs and artisans** and provide them with special support measures.
  - The French Retail Banking network has implemented a specific mechanism dedicated to SMEs and their managers, covering 300 centres of expertise. Because of its long-term commitment, BNP Paribas is the bank of choice for SMEs.
  - In Turkey, TEB was introduced to the benchmark survey on the recommendation rate of its customers in 2018, and ranks within the top 3 most recommended banks in the very small enterprise and SME segments.
  - In Morocco, via a partnership with the European Bank for Reconstruction and Development, BMCI launched a programme entitled “Women in Business”, which finances and supports Moroccan SMEs led by women.
  - In Belgium, via its Sustainable Business Competence Centre department, BNP Paribas Fortis provides SMEs with assistance and expert advice on designing and financing renewable energy generation infrastructure, and on boosting the energy efficiency of their facilities. In 2018, this department provided consulting services on projects representing a €620 million investment, including 9 energy efficiency projects.
- **Non-profit associations** enjoy specific local support, managed by the Group’s retail banking network. In France, 4,500 large associations which are BNP Paribas customers are supported in 28 business centres by 46 Institutions & Associations Account Officers. The Paris Region has a special business centre in Paris with 26 Institutions & Associations Account Officers and deputy officers.
- BNP Paribas has accelerated support for **Social Entrepreneurs** since 2014. As of the end of 2018, the Group’s support for social enterprises (including Microfinance Institutions) worldwide amounted to €1.6 billion. BNP Paribas currently supports more than 1,600 organisations, representing over €1 billion in outstanding loans managed by 100 specialist advisers. Partnerships with 5 incubators (Antropia Essec, La Ruche, Liveforgood, Makesense, and Incoplex 93) and social innovation networks or funders (Ulule, France Active, French Impact, La France s’Engage, Lita.co, Réseau Entreprendre) further strengthen this support. The Group also invests in products with a positive impact out of its own equity such as IPDEV II, a fund dedicated to high-impact African SMEs, or in *Social Impact Bonds*, *Payment by Results* bond issues aimed at financing social innovation services.



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<p><b>Corporate clients</b></p>	<ul style="list-style-type: none"> <li>• To ensure optimal service for customers, relations with corporate clients are managed at regional level, with a <b>specific structure</b> for each of the three regions in which the Corporate and Institutional Banking (CIB) business line operates: EMEA (Europe, Middle East, Africa), Asia-Pacific, and Americas. CIB was awarded the <i>World's Best Bank for Sustainable Finance</i> prize by financial new magazine Euromoney in 2018, and the Group was the recipient of the <i>World's Best Bank for Corporate Responsibility</i> award (which includes a <i>Best Bank for Financing, Western Europe</i> prize) in 2019.</li> <li>• In EMEA, dialogue with major European and global corporates that are leaders in their respective industries is managed by senior bankers to provide specific responses to the strategic advisory services needs of these clients. In addition, local bankers ensure ongoing <b>dialogue</b> with their clients <b>at local level</b>, and electronic platforms are available to address standard client needs. Clients in five sectors – (i) consumer goods &amp; health, (ii) energy, natural resources, infrastructure &amp; transport, (iii) agrifoods &amp; retailing, (iv) manufacturing, and (v) media &amp; telecoms – receive value-added support from specialized teams.</li> <li>• In the Americas, clients are followed by teams of specialist bankers. In North America, to give clients access to the best possible expertise, teams have developed in-depth <b>knowledge</b> of a wide range of <b>specific sectors</b> (technology, media, aviation, intermodal services, etc.), with a special focus on the “energy &amp; natural resources” sector.</li> <li>• In the Asia-Pacific region, teams integrated within the regional Investment Banking platform are responsible for following clients with whom it is essential to maintain <b>strategic dialogue</b> and for whom we provide an integrated offer (financing, access to capital markets, strategic advisory services, etc.). Three teams within this platform are specialized in energy &amp; natural resources, transport, and real estate. Teams of local bankers provide personalized support for our other corporate clients, who represent a significant portion of our client franchise. Multinationals also receive dedicated support to accompany their development in the Asia-Pacific region.</li> <li>• BNP Paribas CIB is a partner involved in various ecosystems and “<b>Think &amp; Do Tanks</b>” to enhance its contribution to the development of a more inclusive and responsible economy. As such, BNP Paribas is an active member of the <a href="#">Movin'On Lab's</a> Board of directors, a Think &amp; Do Tank striving to improve quality of life through sustainable mobility. Throughout the year or during the World mobility Summit, BNP Paribas bankers and experts share their experience, get involved in communities of interest or collaborative sessions with Corporates, to enhance dialogue and jointly develop concrete solutions. We are also a member of the <a href="#">World Business Council for Sustainable Development (WBCSD)</a> and actively work with other Corporates on projects such as the urban mobility project and the implementation of Mobility Hubs within cities.</li> <li>• BNP Paribas is also a member of the <a href="#">Banking Environment Initiative (BEI)</a> – a collective initiative of the banking industry aimed at channelling capital flows towards sustainable economic development from a social and environmental perspective. This initiative provides the basis for ongoing dialogue with many Corporates from different sectors and industries.</li> </ul>
<p><b>Financial Institutions: Official institutions (Central Banks,</b></p>	<ul style="list-style-type: none"> <li>• BNP Paribas has a team specifically dedicated to Financial Institutions (FIC – Financial Institutions Coverage), leading the global <b>holistic strategy</b> for its key institutional clients. The objective is to be recognised as a trusted global partner by financial institutions and as a business facilitator within the Group.</li> </ul>



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<p><b>governments, Sovereign and Supranational funds), Insurance companies, Banks, Asset management (Asset Managers, Pension Funds) and Private Equity</b></p>	<ul style="list-style-type: none"> <li>• This team consists of <b>specialist bankers</b> who manage the portfolios of clients in different regions and maintain ongoing relations with both top management and operational staff at these institutions.</li> <li>• Relations with institutional clients are conducted in a competitive environment and BNP Paribas delivers the highest level of service, building <b>long-term quality relationships</b> with its clients. Clients choose BNP Paribas to be their partner in a variety of areas (energy, financial markets, investments, etc.) within the framework of strict governance for the selection process and reference to formalised indicators (rankings, awards, etc.). FIC (Financial Institutions Coverage) positions itself as a key player in cross-linking themes which are at the heart of the sectoral transformation of Finance, with two <b>dedicated divisions: ESG and Innovation</b>.</li> <li>• The Group's institutional clients include "Official Institutions" (Central Banks, governments, sovereign and supranational funds) for which BNP Paribas organises a series of <b>conferences and workshops</b> each year on specific topics (asset management, risk management, macro-economics, etc.).</li> <li>• Another strong avenue for growth is the holistic and dynamic coverage of "Private Equity" groups (Financial Sponsors) from various angles (M&amp;A, financing, advisory services and solutions), which requires <b>enhanced dialogue</b> with this type of clients.</li> </ul>
<p><b>Employees, trade unions</b></p>	<ul style="list-style-type: none"> <li>• The Group measures the <b>level of engagement of its employees</b> through an annual survey. In 2018, 77% of employees (140,196 people) in 72 countries responded to the Global People Survey (GPS). 75% of them expressed a favourable opinion of how the Group engages with its social and environmental responsibility and commitments as a responsible bank. The GPS survey results serve as the basis for action plans implemented by the business lines, functions and countries. In 2018, nearly 300,000 employee comments in response to open GPS questions were analysed.</li> <li>• The Human Resources Function conducts <b>regular surveys</b> of employees about specific topics like quality of life in the workplace (survey on stress or lack of exercise).</li> <li>• The Group fosters ongoing, <b>quality labour-management relations</b>. In 2018, 287 collective agreements (271 in 2017) were signed in total, resulting in official meetings between staff representatives and the management in 42 countries. 2018 marked a turning point in the Group's corporate social responsibility strategy, with the signing of a <b>Worldwide Agreement with UNI Global Union</b>, the international union federation for the services sector. This agreement materialises the Bank's adherence to the multi-party and international <i>Global Deal</i> partnership, intended to encourage governments, businesses, unions and other organisations to make tangible commitments to a more equitable globalisation. This agreement covers seven thematic areas which contribute to improving the employees' quality of life and working conditions and, in doing so, to more equality and inclusive growth. One of these themes relates to human rights, social dialogue and trade union rights.</li> <li>• As stipulated in BNP Paribas' <b>Code of conduct</b>, all employees have the right to resort to a <b>whistleblowing system</b>, which includes complete confidentiality and specific communication channels. Internal whistleblowing is a right and no employees can be sanctioned, removed from their position or subject to any discriminatory treatment for having reported misconduct internally in good faith and in compliance with best practices.</li> </ul>



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	<ul style="list-style-type: none"> <li>• In 2018, the Group's Human Resources Department established an internal procedure on how to deal with reports of harassment. In accordance with the Worldwide Agreement, this procedure is to be deployed across all Group entities, along with support measures for victims. Direct <b>referral channels</b> have been created for employees on the portal, accessible to employees who feel they have been a victim of discrimination. They can refer the matter directly to the gender equality officer or go through a union representative. The gender equality officer has three months to issue an opinion. Employees can access this procedure directly on the "Diversity" page on the intranet.</li> <li>• Employee networks continue to expand with more than 20,000 people engaged worldwide (in 19 countries), all key contributors who shape the Group's "<b>Diversity and Inclusion</b>" policy. They cover themes such as equal job opportunities, sexual orientation, dialogue between generations and religions, parenthood, disability or veterans.</li> <li>• The Group's Human Resources department has put in place the "<b>About Me</b>" interface to make it easier for employees to manage their careers and facilitate dialogue with their managers and colleagues through the <b>ongoing feedback</b> made possible by the About Me tool, accessible to 80% of Group employees in July 2019. About Me can be used to report one's own skills, develop one's personal development plan with one's manager, and proactively choose to receive customised job offer and development suggestions.</li> </ul>
<b>Applicants</b>	<ul style="list-style-type: none"> <li>• BNP Paribas has expanded its presence on <b>social networks</b> to communicate with job applicants and support them in their job research. The Group is present on LinkedIn (more than 500,000 subscribers and ranking 7<sup>th</sup> in the <i>LinkedIn 2018 Top Companies France</i>), Twitter, Instagram and Facebook, where it organises contests and engages with online visitors. In France, in 2018, BNP Paribas launched <b>Job Preview</b>, a new platform intended for our employees to connect with applicants. This initiative encourages exchanges, and this direct contact enables applicants to experience life within the Group.</li> <li>• BNP Paribas has also built many <b>partnerships with education institutions</b>, for example with the Bocconi University in Italy via the BNP Paribas Chair in Service Marketing and Analytics, or with ESSEC in France via the "Digital Disruption Chair". To better promote career opportunities in the digital and innovation sectors amongst young international talents, the Group organised various "Learning Expeditions" to universities such as Bocconi and ESADE, in Italy and Spain.</li> <li>• Numerous new features make the applicant's experience more accessible and connected: the Group offers selective online cognitive tests (France) and develops filmed job interviews with <b>Visiotalent</b>; this solution will initially be deployed in France, Belgium, the Asia-Pacific region and Italy.</li> <li>• In France, the Group organised a number of <b>innovative events</b>, including: the launch of M'IT UP, informal meetings of digital enthusiasts, IT experts, e-influencers and HR representatives to look for potential applicants, raise the profile of our business lines in this sector and become an employer of choice; an exceptional recruitment operation at Roland-Garros, during the Legends Trophy, which allowed 35 students from leading international universities (Bocconi, ESADE, Catolica Lisbon, Imperial College, Centrale Supélec) to meet with tennis legends as well as Group employees with a passion for tennis.</li> </ul>



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<p><b>Companies in which BNP Paribas' asset management subsidiaries invest</b></p>	<ul style="list-style-type: none"> <li>• BNP Paribas Asset Management maintains dialogue with the companies in which it invests through its <b>Stewardship Policy</b> as well as its <b>Governance and Voting Rights Policy</b>. The aim of engaging with companies is to improve the long-term performance of equity investments and encourage best environmental, social and governance (ESG) practices.</li> <li>• BNP Paribas Asset Management also publishes its voting guidelines and reports on voting at the previous year's meetings in its <b>Voting report</b>. In 2018, BNP Paribas Asset Management voted at more than 1,464 Annual General Meetings (AGMs) on nearly 19,107 proposed resolutions; it voted against or abstained on 21.9% of the resolutions.</li> <li>• As part of its <b>Global Sustainability Strategy</b>, BNP Paribas Asset Management maintains regular dialogue with numerous companies, particularly in the oil and gas sectors. In 2019, BNP Paribas Asset Management continued this dialogue within the framework of the Climate Action 100+ initiative, a coalition of the world's largest investors whose objective of the 5 upcoming years will be to mobilize the world's 100 largest greenhouse gas emitters.</li> </ul>
<p><b>Suppliers</b></p>	<ul style="list-style-type: none"> <li>• In 2015, the Group Procurement Department, which merged into a "<b>Group Strategic Sourcing</b>" entity (<b>GSS</b>) in early July 2019, created a "<b>CSR Procurement</b>" team tasked with enhancing the <b>quality of dialogue</b> with suppliers and integrating <b>sustainable development</b> considerations into procurement policies in conjunction with said partners. As part of this approach, it strengthens the dialogue with suppliers, adjusting initiatives to their size: periodic meetings are held with major suppliers while smaller suppliers participate in a supplier satisfaction survey, the results of which are shared with them.</li> <li>• The GSS Function also organises an <b>annual sharing session</b> on economic and procurement news with its partners. Exchange sessions were also organised in 2018 on anti-harassment measures as part of customer/supplier relations or procurement categories, such as the annual session dedicated to IT services companies in 2018.</li> <li>• The Group carries out initiatives to support <b>SMEs</b>. In France, for example, as part of the partnership between the Retail Banking network and the Pacte PME association, GSS implements an action plan to improve procurement practices with SMEs, the progress of which is presented to the Pacte PME association on an annual basis. Every year, they conduct a satisfaction survey among a panel of the Group's SME or mid-cap suppliers, the results of which are discussed during a session of exchanges or subject to internal studies. In France, nearly one third of the Group's purchases are made with SME suppliers. Emphasis is also placed on companies in the sheltered and adapted employment sector by the CSR procurement team, along with diversity protection and human rights considerations.</li> <li>• Working within GSS, the CSR Procurement team further helps buyers take <b>specific CSR requirements</b> into account in calls for tender in procurement categories deemed particularly strategic. Along with three other Banks, it was awarded the "<b>Silver Trophy</b>" by the <i>Décision Achats</i> magazine for its mapping of CSR risks, developed in conjunction with AFNOR. In charge of coordinating and monitoring the Group's actions to reduce CO<sub>2</sub> emissions and paper consumption and, since 2018, of a wider "Green Company" programme, the team is stepping up its support for environmental and climate protection with the help of buyers and suppliers.</li> <li>• In 2018, BNP Paribas published a new <b>Sustainable Sourcing Charter</b>, written with three other banking institutions in France, the key principles of which are regularly shared with its suppliers. BNP Paribas' suppliers have access to a specific section on the website (<a href="https://group.bnpparibas/en/you-are/supplier">https://group.bnpparibas/en/you-are/supplier</a>). The site details information on terms and</li> </ul>



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	<p>conditions for supplier selection, and presents the Group's CSR commitments as well as requirements that suppliers are expected to respect.</p> <ul style="list-style-type: none"> <li>• The Group Strategic Sourcing Function (GSS) signed the <a href="#">Charter of Inter-Company Relations</a>, under Inter-Company Relations Mediation in the Ministry of Economic Affairs and Finance, and adopted a consistent set of procedures and standards.</li> <li>• BNP Paribas provides suppliers with a <b>remediation process</b> in the event of problems. Suppliers may contact an <b>internal Group mediator</b> who is independent from the GSS Function, in accordance with the <a href="#">Charter of Inter-Company Relations</a>. 24 referrals were recorded in 2018, most of which relating to payment deadlines.</li> <li>• Last but not least, buyers have access to <b>training courses</b> in human rights as well as, more generally, CSR procurement, which notably includes issues relating to diversity or procurement in the sheltered and adapted employment sector.</li> </ul>
<p><b>Shareholders and investors, ratings agencies</b></p>	<ul style="list-style-type: none"> <li>• BNP Paribas develops and maintains dialogue with institutional investors, analysts, market authorities, ratings agencies and individual shareholders. The <a href="#">Investor Relations and Financial Information Department</a> informs institutional investors and financial analysts of the Group's financial results and strategy on a <b>regular basis</b>, notably through the <a href="#">www.invest.bnpparibas.com</a> website and at various events (investor days, results presentation, meetings with investors, etc.). For example, the Investor Relations team met nearly 1,050 investors in 2018 (as part of 580 meetings under various forms).</li> <li>• Individual shareholders are sent a biannual <b>newsletter</b> presenting the Group's highlights, and minutes of the General Shareholders' Meeting are circulated in July; they can call a dedicated phone number if they have any questions. In preparation for the General Meeting, the Investor Relations department conducted an <b>online survey</b> of more than fourteen thousand individual shareholders.</li> <li>• The <a href="#">Cercle des Actionnaires</a> club (BNP Paribas Shareholders' Group) – for shareholders holding at least 200 BNP Paribas shares – organises regular <b>events</b> for them: nearly 250 offers were proposed to more than 10,000 participants in 2018.</li> <li>• The <a href="#">Shareholder Liaison Committee</a> helps the bank communicate with individual shareholders. It is chaired by the Chairman of BNP Paribas and comprises 12 shareholders representatives of the individual shareholder population, including two employee shareholders.</li> <li>• In 2018, BNP Paribas met at least once with 36 <b>socially responsible investors (SRI)</b>, representing 56% of BNP Paribas shares held within an SRI management framework (as of 31/12/2018).</li> <li>• BNP Paribas also held discussions with specialized <b>extra-financial analysts</b> and ratings agencies on 18 different occasions in 2018 and responded to 8 questionnaires sent to evaluate the Group's extra-financial performance.</li> </ul>
<p><b>Regulatory bodies, governments and elected officials</b></p>	<ul style="list-style-type: none"> <li>• The <a href="#">Charter for responsible representation with respect to public authorities</a>, adopted by the Group's Executive Committee in December 2012, provides a framework for employees who engage in public representation activities and the Group's</li> </ul>



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	<p>lobbying practices.</p> <ul style="list-style-type: none"> <li>• In accordance with the commitments made under this Charter, BNP Paribas publishes its key <a href="https://group.bnpparibas/en/key-public-positions-banking-financial-regulation">positions on banking and financial regulations</a> on its corporate website (<a href="https://group.bnpparibas/en/key-public-positions-banking-financial-regulation">https://group.bnpparibas/en/key-public-positions-banking-financial-regulation</a>).</li> <li>• Four units within the Institutional Affairs Department – Public Affairs France, European Public Affairs, Group Prudential Affairs and Banking Recovery and Resolution – manage regular information and dialogue with public authorities, in particular French and European authorities. For example, Public Affairs France publishes a newsletter covering the economic environment and issues related to financing of the economy. In addition, this Department developed a website in 2015, presenting its publications and the Group’s commitments in terms of responsible representation (<a href="http://economieetentreprises.bnpparibas/fr/">http://economieetentreprises.bnpparibas/fr/</a> – only available in French).</li> <li>• The Group is a member of the “Committed Companies Group” of Transparency International France and signed the <a href="#">Joint declarations on lobbying of member companies of Transparency International France</a> in <a href="#">May 2019</a> and <a href="#">February 2014</a>.</li> <li>• Group employees involved in dialogue with public authorities attend recurrent training sessions, some of them organised by Transparency International, on ethics rules and best practices to be complied with in this area. They are regularly briefed on new requirements under the “Sapin 2” law relating to interest representation.</li> <li>• The BNP Paribas Group is listed in the <a href="#">Transparency Register of the European Commissions and European Parliament</a> and, in France, in the <a href="#">Register of representatives of interests of the High Authority for the Transparency of Public Life (HATVP)</a>. As such, it reports on its representation activities under the “Sapin 2” law every year, in the HATVP Register.</li> </ul>
<p><b>International organisations, international and local networks, think tanks</b></p>	<ul style="list-style-type: none"> <li>• BNP Paribas is an <b>active or contributing member</b> of: United Nations Global Compact; Equator Principles; Principles for Responsible Investment; Principles for Responsible Banking; Institutional Investors Group on Climate Change; UN Women’s Empowerment Principles; UNEP-FI; Carbon Disclosure Project; Roundtable on Sustainable Palm Oil (RSPO); Soft Commodities Compact of the Banking Environment Initiative; ILO Business Charter on Disability; Business for the Environment (EpE).</li> <li>• The <a href="#">External Relations Department</a>, in conjunction with the <a href="#">Public Affairs Department</a>, develops strategic institutional partnerships, supports organizations, associations and think tanks (<i>Avignon Forum, Montaigne Institute, Cercle de la LICRA, Institut de l’Entreprise, Les Entretien de Royaumont, etc.</i>), and also contributes to their work, reflecting the Group’s initiatives and commitments. It is also committed to social sponsorship through numerous partnerships (<i>Téléthon du cinéma, Quinzaine en actions, Nouvelle Cour, GoodPlanet Foundation</i>).</li> </ul>
<p><b>Civil society organizations, including advocacy NGOs, consumer groups, charities and family organizations</b></p>	<ul style="list-style-type: none"> <li>• In 2019, BNP Paribas acquired a decision-making aid tool to guide its action and <b>anticipate future issues</b>: the <a href="#">Corporate Engagement Barometer</a>. This tool allows the Group to identify the expectations of civil society and adapt when required. The survey was conducted in partnership with Ipsos among the general public and a well-informed audience sensitive to commitment issues, in France, Belgium and Italy, and will be repeated every two years.</li> </ul>



	<ul style="list-style-type: none"> <li>• The Group has defined a <a href="#">Policy and a Procedure governing its relations with advocacy NGOs</a> in order to ensure a constructive, coordinated and <b>fruitful dialogue</b> with these stakeholders. 89 exchanges, including 38 meetings, took place in 2018 (compared with 101 exchanges including 50 meetings in 2017), addressing the social and environmental impact of our financing and investment activities, notably in terms of human rights, deforestation or climate change.</li> <li>• BNP Paribas Personal Finance continues to <b>engage in consultation</b> and dialogue with stakeholders, including consumer groups, family organisations, charities, institutions, etc. dealing with consumer credit issues. Initiated in 2010, this approach is implemented through the regular organisation of <b>meetings and working groups</b> to facilitate cooperation in complete transparency, exchange sometimes opposing views and discuss the changes which need to be made to consumer credit distribution. In 2018, the groups covered the following themes: financing the energy transition; trade, a matter of commitment; detection and support of customers experiencing difficulties; borrower insurance. 34 working groups have been organised in eight years, covering thirty-odd different themes and involving approximately sixty organisations.</li> <li>• Furthermore, BNP Paribas has decided to encourage the <b>commitment of employees</b> who devote their time and energy to charitable and humanitarian causes, as attested by the “Help2Help” programme conceived by the <a href="#">BNP Paribas Foundation</a>. Currently deployed in more than 29 countries, this mechanism was instrumental in supporting the projects of 260 associations in 2018, via a € 945,000 endowment.</li> <li>• As part of initiatives to <b>support engagement</b> by its employees, BNP Paribas also actively develops partnerships with non-profit associations. In 2012, BNP Paribas set up its own solidarity vehicle, the “<a href="#">Rescue and Recover Fund</a>”: whenever a humanitarian disaster occurs (earthquake, hurricane, tsunami, etc.), for every donation made to this fund by an employee of the Group, a customer of the French Retail Banking network or a member of the Retired Employees association, BNP Paribas makes an equivalent matching donation, doubling the amount that is then donated to its partner associations working on the ground: CARE, the French Red Cross, and Doctors Without Borders.</li> </ul>
<b>Media (press, social media, etc.) and opinion leaders</b>	<ul style="list-style-type: none"> <li>• All the Group’s business lines have appointed staff members authorized to speak to journalists. The Group <a href="#">Press relations team</a> is in <b>daily contact</b> with journalists through press releases, press conferences, media briefings, interviews and regular informal exchanges with journalists. The Group tracks the effectiveness of its media outreach activities through annual quality surveys.</li> <li>• The <a href="#">Social Media team</a> implements the Group’s social media strategy. To this end, they coordinate and amplify Group messages on social networks, tailored to different countries, regions, business lines, entities and spokespersons. BNP Paribas is active on Twitter, Instagram, Snapchat, YouTube, LinkedIn, Wechat through business line and corporate accounts, but also via the accounts of its directors and experts.</li> <li>• The Social Media team deploys the Group’s <b>influencer strategy</b>, with a view to helping the Group and its business lines build an <b>influential network</b> on the social web. This is why the team is in regular contact, informally or during events, with influencers and opinion leaders (internal or external) likely to have an impact on the Group’s reputation. They also ensure that this strategy is effectively implemented by business lines and entities.</li> </ul>


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	<ul style="list-style-type: none"> <li>• The <b>Sociabble</b> internal programme enables staff to easily <b>find and share</b> news on BNP Paribas on social networks.</li> <li>• The Social Media department monitors all conversations relating to the Group, its entities and directors on the open web, with a view to adopting the most appropriate communication strategy so as to build and <b>protect the reputation</b> of the group and its entities.</li> <li>• The <b>External Relations Department</b> maintains <b>close and regular contacts</b> with key <b>opinion leaders</b> via meetings, lunches and other Public Relations activities during events supported by BNP Paribas.</li> </ul>
<p><b>Local communities which may be affected by the activities of our clients</b></p>	<ul style="list-style-type: none"> <li>• BNP Paribas joined the <b>Equator Principles</b> association in 2008. This set of <b>voluntary standards</b> is designed to help identify, evaluate and manage social and environmental risks associated with the financing of projects. One of the commitments relates to stakeholders and communities who may be affected by a project and aims to protect them by <b>informing</b> them, <b>preventing and remediating</b> any adverse effects.</li> <li>• In addition, human rights criteria set out in the majority of the Group's <b>CSR financing and investment policies in sensitive sectors</b> (agriculture, mining, wood pulp, palm oil, coal-fired power generation and unconventional oil &amp; gas) take into account risks associated with the rights of local communities. The Group may request its clients to demonstrate that they have consulted with local populations during the preliminary project stage or that they have established a grievance resolution mechanism.</li> <li>• Moreover, BNP Paribas regularly meets with <b>associations representing</b> impacted local communities, when requested or proactively, to gain a better understanding of their situation on the ground.</li> </ul>



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