

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



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Corporate Social Responsibility



**BNP PARIBAS**

The bank  
for a changing  
world

# INTRODUCTION

## DEFINITION AND OBJECTIVES OF LISTENING AND DIALOGUE

Stakeholder dialogue involves listening to, understanding and addressing stakeholder 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 Universal Registration Document](#), is structured around four pillars: economic responsibility, responsibility towards employees, responsibility towards the community and environmental responsibility. Stakeholder dialogue is essential to meeting the Group's CSR objectives. To that end, BNP Paribas has established regular dialogue with all of its stakeholders. In 2015 BNP Paribas signed the *Comité 21* "Guiding principles for constructive stakeholder dialogue".

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

- **Anticipate changes in our business lines and improve products and services:** stakeholder dialogue enhances our understanding of their expectations and allows us to constantly adapt our business lines to offer products and services that meet our customers' actual needs.
- **Optimise risk management:** by listening to our employees, customers, shareholders and suppliers and developing positive dialogue with them, the Group is able to implement forward-looking risk management procedures.
- **Have a positive impact on society:** by listening to our stakeholders, we fulfil our daily social, civic and environmental responsibilities with a view to making a positive impact on society as a whole.

## I. GROUP STAKEHOLDERS

BNP Paribas has four groups of contractual stakeholders: its **customers** (individuals, businesses, SMEs-ISEs<sup>1</sup>, large corporates, official institutions, governments, institutional customers, charities, 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 (potential 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 organisations (notably advocacy NGOs, consumer groups, charities and family organisations, etc.), financial and non-financial ratings agencies, SRI investors, media (press, social media, key opinion leaders, etc.) and local communities.

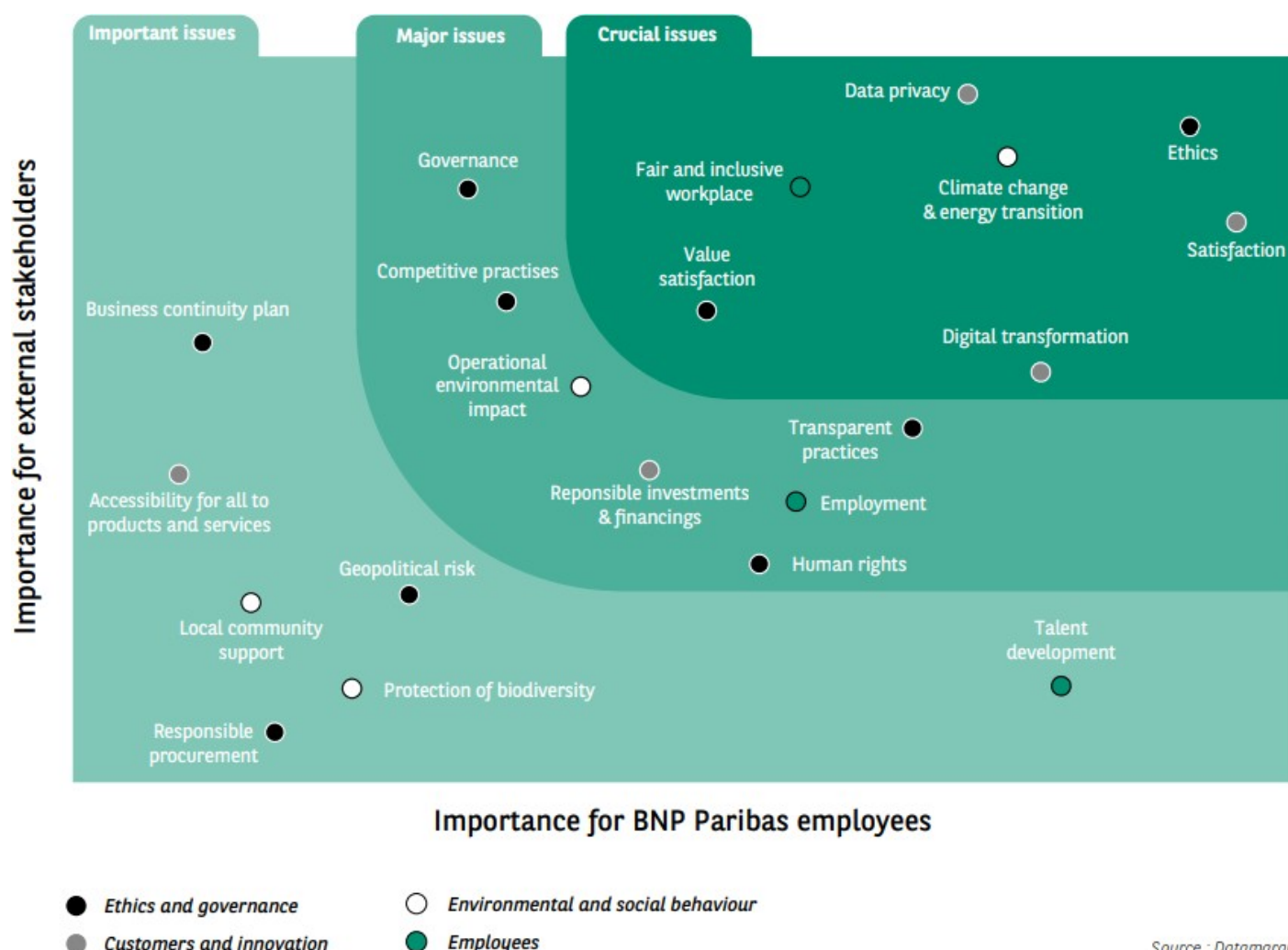
<sup>1</sup> Small and medium size enterprises, and intermediate-sized enterprises.

## II. LISTENING TO STAKEHOLDERS

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

In 2018, the Group developed a Materiality matrix published in its annual “Non-Financial Performance Report” within the [Universal Registration Document](#); a tool designed to identify and prioritise the most material issues for the company by analysing stakeholder expectations. Based on the main issues identified with external stakeholders, 28% of BNP Paribas’ top management employees subsequently strengthened this analysis by assigning a level of priority to these issues, thereby resulting in a matrix which contributes to enhancing the Group’s strategy.

The issues defined in 2018 were still relevant in 2020. The ranking of these issues is liable to have changed in 2021, however, which is why an updated materiality matrix will be published in the 2021 Universal Registration Document.



Source : Datamaran,  
December 2018.

# III. ORGANISATION OF STAKEHOLDER DIALOGUE

## A. A STRUCTURED APPROACH

The Group has established several internal policies governing stakeholder relations, in particular for:

- **Its customers:** the [Customer Protection Policy](#), which defines best practices in sales, particularly in terms of prevention of corruption, and addresses how to handle customer complaints (summary available in English only), the [Responsible Commercial Relations Charter](#), which expresses the Group's goal of working with parties that share the same environmental and social standards; and the [Personal Data Privacy Charter](#).
- **Its 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 shows how important social dialogue is for the Groupe, at European level. This dialogue gave rise to four 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 and in 2021 on a remote-working agreement. At worldwide scale, in 2018, BNP Paribas signed a [Global Agreement](#) with UNI Global Union, the global union federation for the skills and services sectors, by which the Group commits to consolidate fundamental rights at work and the establishment of a shared global social foundation for the Group's 193,000 employees.
- **Its suppliers:** the [BNP Paribas Responsible Sourcing Charter](#), which outlines the company's ethical principles and commitments with its suppliers.
- **Public authorities:** the [Charter for Responsible Representation with Respect to Public Authorities](#), which governs employee relations with public authorities 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.

## A. DEDICATED CONTACTS

Each category of stakeholders has clearly identified contacts. Our external stakeholders have **dedicated contacts** at BNP Paribas, either at the level of a Group function or business lines.

Dialogue with certain stakeholder groups must be coordinated and monitored by our 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 certain stakeholders, such as consumer groups or local elected officials, are managed directly by the relevant subsidiary or business line.



## B. COMMUNICATION AND DIALOGUE CHANNELS

The Group adapts its communication channels in accordance with stakeholder objectives and expectations. For example:

- Adapting banking products to the needs of our **customers** is a priority for the Group, which organises and multiplies educational actions with customers to improve the transparency of the product range or the understanding of banking products. BNP Paribas Cardif, for example, has simplified contracts by rewriting them in clear, easily understandable language, making them accessible to a broader segment of the population. More than 10,000 documents were reviewed from 2015 to 2018.
- BNP Paribas fosters quality social relations with its **employees**, particularly when tackling employment-related issues. In 2020, official meetings organised between trade union or employee representatives and their management resulted in the negotiation and signing of 355 collective bargaining agreements (310 in 2019).
- A "Shareholder Relations" team is there to listen to and assist the Bank's 345,000 individual **shareholders**. In addition, an individual shareholder advisory committee, the Shareholder Liaison Committee, consisting of 10 shareholder representatives and two current or former 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.

See the appendix for more examples of stakeholder dialogue.

## C. MANAGING DIALOGUE AND OUTCOMES

The Group has deployed a number of tools used to measure stakeholder **dialogue**, with a view to **understanding their expectations** and incorporating them in its strategy, but also **measuring their impact**.

For example, since 2013, BNP Paribas has been developing the "Advocacy" programme, a form for obtaining feedback from customers and employees over the course of their relationship with the company. The programme operates in France, Belgium, Italy, Luxembourg and Germany, spanning all customer segments.

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

- **Individual customers**  
BNP Paribas Personal Finance continues to maintain a dialogue and work closely with stakeholders dealing with consumer finance issues, including in particular consumer groups, family organisations, charities, institutions, etc. 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 that need to be made to consumer finance distribution. In 2020,

due to the health crisis, the working groups were able to continue meeting via video conference, addressing consumer spending and the consequences of the crisis on households. In ten years, 43 different working groups have been organised, covering a variety of topics. Furthermore, with the “Cetelem & You” community, consisting of customers and consumers alike, BNP Paribas Finance also conducts co-building initiatives focused on future product ranges and improving the customer experience by regularly performing surveys that go further than traditional surveys in that they serve to measure the relevance of consumer proposals in person and in real time. In 2020, this community played a crucial role in improving a mobile app, providing invaluable user feedback at every stage of the app’s development.

- **Corporate customers**

In 2020, major human rights violations occurred in connection with the business conducted by a BNP Paribas Group customer operating in South America. BNP Paribas placed the company on its monitoring list and initiated a dialogue specifically addressing human rights. Regular meetings were held between the company’s country division and the BNP Paribas teams (CSR and business) to monitor the implementation of the corrective action plan. Within a few months, the company launched initiatives addressing the direct and structural causes of the aforementioned violations. As a result, the customer was removed from the monitoring list.

Another example: in December 2020, BNP Paribas participated in the first global report on the climate alignment scores of banks having signed the Poseidon Principles. The Poseidon Principles establish a common framework for financial institutions and are aimed at meeting the goal of the International Maritime Organisation (IMO) of reducing greenhouse gas emissions in maritime shipping by at least 50% between now and 2050 (compared to 2008 levels).

At end-2019, the alignment score of BNP Paribas’ loan book in terms of carbon intensity stood at 2.88%, above the industry’s decarbonisation target as defined by the Poseidon Principles. This initial report was the culmination of an ongoing dialogue with BNP Paribas customers and the other signatory financial institutions.

- **Companies in which BNP Paribas invests**

BNP Paribas Asset Management has been a member of the Climate Action 100+ initiative since 2017. As such, it regularly engages in dialogue with companies ranking among top 100 GHG emitters worldwide. The goal is to improve the governance of these companies centred on climate change, to limit their emissions, and to strengthen the transparency and materiality of their measures and objectives.

## APPENDIX: MAPPING OF IDENTIFIED STAKEHOLDERS AND MAIN COMMUNICATION CHANNELS

Stakeholders	Main communication channels
<p><b>Individual consumers, businesses, SMEs and charities</b></p>	<ul style="list-style-type: none"> <li>• BNP Paribas <b>measures customer satisfaction and recommendation rates</b> (Net Promoter Score) by monitoring the Group’s various networks. Every effort is made to respond to complaints effectively and to strengthen identification of dissatisfaction expressed on social media via the different business line accounts.</li> <li>• Individual and professional customers of BNP Paribas retail banking entities are given <b>access to a complaints process</b>. Most Group business lines offer one or more contact channels (internet, telephone, e-mail, etc.) that customers can use to submit feedback or complaints 24/7. This feedback is taken into account in developing new products and to improve the company’s processes. For example, International Retail Banking entities receive and process customer complaints in Africa, Turkey, Eastern Europe, the United States, etc.</li> <li>• If the solution proposed by the Customer Relations team is not deemed satisfactory, customers can turn to <b>mediation</b>. Multiple 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 2020, in France as well as Italy and Belgium, customers contact the national mediation service organised by the regulatory authorities. In France, BNP Paribas retail customers can contact the Mediator at the French Banking Federation (FBF) <a href="http://lemediateur.fbf.fr">lemediateur.fbf.fr</a></li> <li>• BNP Paribas has stepped up initiatives to educate its customers in order to improve their <b>understanding</b> of its products and services and <b>enhance transparency</b>. BNP Paribas Cardif, for example, has simplified contracts by rewriting them in clear, easily understandable language, making them accessible to a broader segment of the population. More than 10,000 documents were reviewed from 2015 to 2018. Hello Factory, 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. To that end, Hello bank! customers are invited every quarter to discuss topics such as banking relationships, features or opening an account. 14 topics in total have been addressed.</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. In 2020, in light of the health crisis, the youth range was significantly expanded. For example, “Budget Responsible” was launched in 2018 at the initiative of BNP Paribas Personal Finance, a digital platform organising serious games to train teachers, young students and their families in managing their budgets. In 2020, 40,000 young people benefited from financial education opportunities on the platform and through other local initiatives. “Inviting a banker to my classroom”, a game organised by BNP Paribas employees, is coordinated by the French Retail Banking network in</li> </ul>

conjunction with the French Banking Federation. The game taught primary school pupils how to manage their budget through 179 school workshops.

- BNP Paribas sets up dedicated teams to meet the needs of **specific customer groups**, allowing them to enjoy quality support and dialogue:
  - BNP Paribas' retail banking networks maintain close ties with SMEs and craftsmen, providing them with tailored 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 2020, the retail banking network was particularly mobilised to support SMEs and help them navigate the challenges of the Covid-19 pandemic. In Italy, for example, BNP Paribas announced the possibility of a six-month deferral on business loans. Artigiancassa, a BNP Paribas subsidiary dedicated to craftsmen, issued additional lines of credit to support companies, while setting up an information, advice and assistance center for its customers.
    - In Belgium, the BNP Paribas Fortis Sustainable Business Competence Center (SBCC) offers expertise and support to help businesses design and fund renewable energy production infrastructures or improve the energy efficiency of their facilities. Its goal is to steer companies towards a sustainable business model that meets today's climate-related challenges.
  - **Non-profits** receive 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 been ramping up support for **Social Entrepreneurs** since 2014. At end-2020, the Group's support for social enterprises (loans, proprietary and third-party investments) around the world amounted to €2.2 billion. The Bank supports 2,600 social enterprises (including Microfinance Institutions and certain Tech for Good companies), offering banking services or funding. Partnerships with 8 incubators (Antropia Essec, La Ruche, Les Audacieuses, Live For Good, Makesense, Incoplex 93, 1kubator, 50 Partners) and social innovation networks or fund providers (Ulule, France Active, La France s'Engage, Lita.co, French Impact, Le Mouvement Impact France) bolster 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 (SIBs), payment by results bond issues aimed at financing social innovation services. From a more general standpoint, the network of Business Managers trained in the specific challenges of social entrepreneurship around the world has expanded considerably (140 in France, 16 in Belgium, 43 in Italy, 16 in Luxembourg) and secured extensive regional coverage. In total, €9 million in new investments have been placed in funds dedicated to impact entrepreneurs: the Impact Growth fund for scaling up social entrepreneurs, the Ring for Good fund for social start-ups, etc. At end-2020, 2,000 social entrepreneur clients had received aid from BDDF's Act For Impact programme.

#### Corporate customers

- To ensure optimal customer service, relations with corporate customers are managed regionally, with a **specific structure** 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. Financial magazine *Euromoney* honoured BNP Paribas with multiple awards attesting to its long-term commitment to guiding customers to a sustainable future:

- “Best Bank for Sustainable Finance” in the world in 2018 and in Western Europe in 2021;
  - “Best Bank for Corporate Responsibility” in the world in 2019 and in Western Europe in 2020;
  - “Best Bank for Financing” in Western Europe in 2019, 2020 and 2021;
  - “Best Bank for Corporates” in the world in 2020.
- In the EMEA region, dialogue with major, industry-leading European and global corporates is managed by teams of senior bankers in order to meet the specific needs of this customer base in terms of strategic advisory services. In addition, local bankers ensure an **ongoing local dialogue** with their customers, and electronic platforms are available to address standard customer needs. Lastly, customers in five sectors – (i) consumer goods & healthcare, (ii) energy, natural and renewable resources, infrastructure & transport, (iii) agribusiness & distribution, (iv) manufacturing, and (v) media & telecoms – receive value-added support from specialised teams.
  - In the Americas, clients are followed by teams of specialist bankers. In North America, in a bid to give customers access to the best possible expertise, teams have developed **in-depth knowledge of a wide range of specific sectors** (technology, media, aviation, intermodal services, etc.), with a special focus on the “energy, natural and renewable resources” sector.
  - In the Asia-Pacific region, teams operating in 12 different markets and integrated into a regional Global Banking platform in charge of following up with customers with which it is important to maintain a close strategic dialogue and to which we offer an integrated product range (solutions in financing, cash management, trade finance, access to capital markets, strategic advice, etc.) as well as sector expertise in energy, natural resources, infrastructure & transport; consumer goods and manufacturing; and media & telecom. Our bankers provide personalised follow-up of our regional and local corporate customers, which represent an important part of our customer franchise. Multinationals also receive dedicated support to support their development in the Asia-Pacific region.
  - BNP Paribas CIB is a partner involved in various ecosystems and “**Think & Do Tanks**”, with the aim of enhancing its contribution to the development of a more inclusive and responsible economy. To that end, BNP Paribas is an active member of the Board of Chairmen of Movin’On and the Board of Directors of Movin’On Lab, a Think & Do Tank striving to improve quality of life through sustainable mobility. Over the course of the year, and during the World Mobility Summit, BNP Paribas bankers and experts share their experience, get involved in interest groups or collaborative sessions with corporates and start-ups in an effort to strengthen dialogue and co-build concrete solutions in areas such as energy efficiency and the European Taxonomy. BNP Paribas is also a member of the World Business Council for Sustainable Development (WBCSD) and actively work with other Corporates, the OECD and the International Transport Forum (ITF) on projects such as urban mobility, Mobility as a service and the implementation urban Mobility Hubs.
  - BNP Paribas is also a member of the Hydrogen Council, a global initiative of Corporates committed to the promotion of hydrogen in order to accelerate the development of clean energy for a better future, and of EPE (“Entreprises Pour l’Environnement” - Companies for the Environment), comprising roughly fifty French and international large corporates promoting the environment as a source of progress and opportunity.

<p><b>Financial Institutions:</b>  <b>Official institutions</b>  <b>(Central Banks,</b>  <b>governments,</b>  <b>Sovereign and</b>  <b>Supranational funds),</b>  <b>Insurance companies,</b>  <b>Banks,</b>  <b>Asset management</b>  <b>(Asset Managers,</b>  <b>Pension Funds) and</b>  <b>Private Equity</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 <b>global holistic strategy</b> for its key institutional clients. The objective is to be recognised as a trusted partner for financial institutions and a facilitator of commercial developments within the Group.</li> <li>• The team consists of <b>dedicated bankers</b> that manage the portfolios of customers established in different regions and maintain ongoing relations with both top management and operational staff at these institutions.</li> <li>• Relations with institutional customers are conducted in a competitive environment and BNP Paribas delivers the highest level of service, building <b>quality long-term relationships</b> with its customers. BNP Paribas is their partner in many areas, within the framework of selective governance subject to risk and compliance regulations.</li> </ul>
<p><b>Employees,</b>  <b>trade unions</b></p>	<ul style="list-style-type: none"> <li>• The Human Resources Function conducts <b>regular surveys</b> to interview employees on specific topics such as quality of work life (survey on well-being and stress).</li> <li>• The Group maintains a <b>dynamic and quality social dialogue</b> with the social partners. In 2020, the Group signed 355 collective agreements (310 in 2019). In 2018, the Group signed a global agreement with UNI Global Union, the international trade union federation for the service sector. This agreement embodies the Bank's commitment to the multi-stakeholder and international Global Deal partnership, which aims to encourage governments, businesses, trade unions and other organisations to make concrete commitments for a more equitable globalisation. This agreement covers seven themes that contribute to improving the quality of life and working conditions of employees and, in so doing, to greater equality and inclusive growth. One of these themes, for example, concerns human rights, social dialogue and trade union rights.</li> <li>• As stipulated in the BNP Paribas <b>Code of Conduct</b>, every employee has an <b>ethical alert right</b> (whistleblowing), based in particular on strict confidentiality and dedicated means of communication. Launching an internal alert is a right and no employee may be punished, dismissed or discriminated against for having issued an internal alert in good faith and in accordance with best practices.</li> <li>• In 2018, the Group Human Resources Department established an internal procedure for dealing with harassment reports. In 2021, new governance rules were defined in a Group policy on the prevention, detection and management of behaviours that do not comply with the <b>Code of Conduct</b> on "respect for colleagues". With these new rules, the Group wishes to broaden the range of behaviours covered by the policy, develop prevention, structure the Group's common guidelines and principles in the analysis and treatment of alerts, and the nature and follow-up of the disciplinary and/or corrective measures adopted, in order to enable it to act with fairness and impartiality while respecting the diversity of organisations, cultural contexts and regulatory environments. Direct referral channels are created for employees on the portal accessible to employees who feel discriminated against. In France, a contact person can be reached either directly or through a National Trade Commissioner and has three months to give his opinion. The link to this system is directly accessible to employees via the Diversity page on the intranet.</li> </ul>

	<ul style="list-style-type: none"> <li>Employee networks continue to develop with more than 30,000 people worldwide (in 40 countries) and are key players in the evolution of the Group's Diversity and Inclusion policy. They cover the themes of occupational equality, sexual orientation, intergenerational issues, ethno-cultural diversity, parenthood, disability, inter-religious or veterans.</li> <li>Group Human Resources has put in place the HR "About Me", an interface to facilitate the management for employees of their career path and dialogue with their managers and colleagues through <b>continuous feedback</b>. As of end 2021, the About Me tool was deployed to over 98% of Group employees. Each employee is thus able to self-declare his/her competences (over 2 million competences are declared), construct his/her personal development plan with his/her manager and proactively receive personalised suggestions for job offers and development.</li> </ul>
<p><b>Applicants</b></p>	<ul style="list-style-type: none"> <li>BNP Paribas has further expanded its social media presence by communicating with applicants and assisting them in their job search. The Group is present on most social networks, and particularly on LinkedIn, Twitter, Instagram and Facebook. On LinkedIn, the Group had one million followers as of July 2021. All of these networks improve the Group's visibility and provide a forum to <b>dialogue with applicants</b>, in accordance with new practices. Each year, our news and job offers pages receive more than 450,000 visitors. Furthermore, in France, the Job Preview platform allows applicants to interact directly with employees, where they can immerse themselves in the Group by learning about their experiences, jobs and backgrounds, and visualise themselves working on Group teams (also thanks to infographics, chat modules, FAQs and business line videos).</li> <li>BNP Paribas is also as committed as ever to working with top academic associations, including the CEMS Global Alliance, developed by the 34 leading business schools in the world (HEC, Bocconi, LSE, etc.). In 2020, BNP Paribas participated in the first virtual career forum, where alumni gave live presentations and shared testimonials.</li> <li>BNP Paribas is still working to develop multiple <b>partnerships with educational institutions</b> to help us innovate and rethink our commercial challenges. Examples from across the Group include the "Reinventing Work" Chair with ESCP Business School, encompassing the flagship project "Reshaping Work Experience" aimed at researching the perception that BNP Paribas employees hold about telework. Other prevalent academic chairs include the Market and Services Analysis Chair with Bocconi in Italy, and the Corporate Finance Chair with HEC Paris.</li> <li>Due to the health crisis, several events usually held in-person with students were organised online. In Portugal, a Spring Challenge (three-day virtual course) was organised to allow students to quickly apply for long-term internships, summer internships and permanent positions. All vacancies were filled thanks to this event. In Belgium, a full-digital "Young Bankers Challenge" was launched to boost our appeal to young talented sales representatives by inviting participants to test their knowledge and compete against their peers while immersing themselves in banking and finance industry.</li> <li>In France, the Group organises several <b>innovative recruitment events</b> using a streamlined process. The "We Pitch You Choose" events invite short-listed applicants to choose the team they want to join once their application has been approved by the manager(s) they met, all in one evening. Thanks to "Objective CDI", 160 applicants completed an HR and operational manager interview in the space of one half-day, with the potential to sign a permanent contract that same day.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Net Promoter Score, rolled out in France in September 2019, is a tool for obtaining feedback and measuring applicant satisfaction in a bid to continuously improve our recruitment processes and communications.</li> <li>• The applicant experience is thus made more accessible, more modern and more connected with many new features: the Group offers online selective cognitive tests (France) and works with Visiotalent to develop deferred video questionnaires that are sent to applicants to conduct the pre-interview recruitment phase. Applicants can participate from home using the device of their choice (tablet, smartphone, etc.), whenever they are available. They no longer need to make an in-person appointment with the recruiter. This solution has been rolled out in France, Belgium, the Asia-Pacific region and Italy.</li> </ul>
<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 a dialogue with the companies in which it invests through its <a href="#">Stewardship Policy</a> and <a href="#">Governance and Voting Policy</a>. The aim of engaging with companies is to improve the long-term performance of equity investments and encourage environmental, social and governance (ESG) best practices.</li> <li>• BNP Paribas Asset Management also publishes its voting guidelines and reports on voting at the previous year's meetings in its <a href="#">Voting Report</a>. In order to promote ESG best practices at the companies in which the asset management company and its customers have invested, BNP Paribas Asset Management systematically exercises its shareholder voting rights, voting in 2020 on 24,400 resolutions (22,454 in 2019) at 1,870 General Meetings (1,758 in 2019). BNP Paribas Asset Management abstained or opposed approximately 32.3% of these resolutions (27.8% in 2019).</li> <li>• As part of its global sustainability strategy, BNP Paribas Asset Management maintains a regular dialogue with numerous companies, particularly in the oil and gas sectors. In 2020, BNP Paribas Asset Management continued this dialogue within the framework of the Climate Action 100+ initiative, a coalition of the world's largest investors aimed at engaging with the world's 100 largest greenhouse gas emitters to curb emissions within the next five years.</li> </ul>
<p><b>Suppliers</b></p>	<p>A new function created in 2019, "Group Strategic Sourcing" (GSS), comprises the Sourcing teams and the teams in charge of recording and paying supplier invoices. This new structure helps streamline relations with suppliers over the course of their relationship with BNP Paribas, from sourcing to payment. Since 2015, the "Responsible Sourcing" team has assisted buyers in putting <b>sustainable development criteria</b> into practice in their sourcing strategies. In 2021, the function began working to obtain a Supplier Relations and Responsible Sourcing certification aimed at recognising its dialogue practices, establishing a fair and balanced relationship with these suppliers.</p> <p>To that end, GSS has adapted its dialogue approaches to the type and size of each supplier. Suppliers have access to a variety of dialogue and feedback channels:</p> <ul style="list-style-type: none"> <li>• Buyers obtain feedback from suppliers throughout the sourcing process, in particular via surveys carried out prior to consultations in order to better understand the market and adjust the sourcing/RFI strategy. Next, during the consultation/Request for Proposal process launched for various sourcing categories, the buyers discuss with suppliers whether or not they are able to meet the requirements, including ESG requirements.</li> <li>• The buyers also organise <b>regular business reviews</b> with suppliers under Group contract to collect feedback and implement improvement plans.</li> </ul>

	<ul style="list-style-type: none"> <li>• Since 2015, the Group has also deployed dedicated SME support initiatives via the partnership between Commercial Banking in France and the <b>"Pacte PME"</b> association: facilitation of contacts, simplification of tendering procedures, satisfaction surveys. In France, GSS ensures that the percentage of expenditures with SMEs stays at 20% or higher, depending on the sourcing category.</li> <li>• <b>The companies of the French protected and adapted employment sector</b> (STPA) are subject to special follow-up, in partnership with Gesat (French national network for suppliers of the protected and adapted work sector) and Unea (French national union of adapted companies, "Union nationale des entreprises adaptées"), to promote diversity in the supply chain. At the same time, BNP Paribas contributes to several coalitions, including the Collective of companies for a more inclusive economy ("Collectif de sentreprises en faveur d'une économie plus inclusive"), which represents suppliers in the field of inclusive sourcing and provides a forum for discussions with other major clients, with the aim of making progress on shared initiatives.</li> <li>• In accordance with these commitments, undertaken upon signing the Responsible Supplier Relations Charter, promoted by the Corporate Mediator's Office of the French Ministry of the Economy, Finance and Recovery, the Group offers its suppliers <b>an avenue of recourse</b> in the event of a dispute: all suppliers are free to refer their cases to an internal mediator, independent of the GSS function. Seven referrals were recorded in 2020.</li> <li>• Since 2017, <b>an annual briefing</b> has been organised with the Group's key suppliers, to inform them of BNP Paribas' strategic objectives, share regulatory news and identify reciprocal areas for improvement in responsible sourcing. For the past two years, this briefing has been expanded to include SMEs and companies in the women's and social entrepreneurship sector. In 2020, due to the health crisis, the event – made digital – was particularly important to maintain and strengthen ties with our partners.</li> <li>• Projects consistent with the Group's commitments are carried out to incorporate new CSR requirements in requests for proposal on sourcing categories considered to be more sensitive and allow us to initiate a dialogue to encourage new practices with our partners, such as those promoted by the Sustainable Digital objectives.</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 Investor Relations and Financial Information Division informs institutional investors and financial analysts of the Group's financial results and strategy on a regular basis, notably through the <a href="https://invest.bnpparibas/">https://invest.bnpparibas/</a> website and at various events (investor days, earnings presentation, meetings with investors, etc.). For example, the Investor Relations team met with nearly 1,100 investors in 2020 (at 450 meetings held in various formats).</li> <li>• Individual shareholders are sent a <b>biannual 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 preparing for the General Meeting, the Investor Relations Division conducted an online survey of nearly 39,400 individual shareholders.</li> <li>• The <b>Shareholders' Circle</b>, reserved for shareholders with more than 200 BNP Paribas shares, regularly organises special events for this select group. In 2020, due to the health crisis, the Circle expanded its offer of regular newsletters with articles on the history of BNP Paribas, cinema, tennis... and launched the Circle Podcasts, interviews with historians, speakers, artists, etc.</li> <li>• The <b>Shareholder Liaison Committee helps</b> the bank communicate with individual shareholders. It is chaired by the Chairman of BNP Paribas and comprises 13 shareholder representatives, including two employee shareholders.</li> </ul>

	<ul style="list-style-type: none"> <li>• In 2020, BNP Paribas met at least once with <b>31 Socially Responsible Investors (SRI)</b>, representing 47% of BNP Paribas shares held for socially responsible investment purposes (at 31/12/2020).</li> <li>• BNP Paribas also held discussions with specialised <b>non-financial analysts and ratings agencies</b> on 47 different occasions in 2020, including its participation in 19 questionnaires assessing the Group's non-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 lobbying practices.</li> <li>• In accordance with the commitments made under this Charter, BNP Paribas publishes its key <a href="#">positions on banking and financial regulations</a> on its corporate website.</li> <li>• The five departments of the Institutional Affairs Division – Public Affairs France, European Public Affairs, Group Prudential Affairs and Banking Recovery &amp; Resolution and ECB Relations– oversee 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 funding of the economy. In addition, the Department developed a website in 2015, presenting its publications and the Group's commitments in terms of responsible lobbying (<a href="http://economieentreprises.bnpparibas/">http://economieentreprises.bnpparibas/</a>).</li> <li>• The Group is a signatory of the Joint reports on lobbying of member companies of Transparency International France in <a href="#">May 2019</a> and <a href="#">February 2014</a>.</li> <li>• Group employees involved in dialogue with public authorities periodically attend training sessions on the rules of ethics and best practices to be observed in this area. They are regularly briefed on new obligations under the "Sapin 2" Act on lobbying. An internal procedure has also been adopted to govern relations of Group employees with public officials covered by the Sapin 2 Act.</li> <li>• BNP Paribas Group is registered with the Transparency Register of the European Commission and the European Parliament and, in France, with the Register of Lobbyists maintained by the HATVP (High Authority for the Transparency of Civil Service). As such, it reports on its lobbying activities under the "Sapin 2" Act every year, in the HATVP Register. In the United States, it is registered with the Senate and the House of Representatives under the Lobbying Disclosure Act (LDA) and, accordingly, periodically issues a public report on expenditures made and lobbying initiatives carried out with US public officials covered by the LDA.</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 ; United Nations Women's Empowerment Principles; Equator Principles; Principles for Responsible Investment (for BNP Paribas Asset Management, BNP Paribas Real Estate Investment Management, BNP Paribas Cardif, BNP Paribas Securities Services and BNP Paribas Capital Partners); Principles for Responsible Banking (UNEP-FI); Institutional Investors Group on Climate Change; Carbon Disclosure Project (CDP); Roundtable on Sustainable Palm Oil (RSPO); ILO Business Charter on Disability; Entreprises pour l'Environnement (EpE) ; Task Force on Climate-related Financial Disclosures (TCFD), Task Force on Nature-related Financial Disclosure (TNFD); Business for Inclusive Growth (B4IG); Financial Taskforce on Sustainable Finance (FTSF).</li> <li>• The External Relations Department, in conjunction with the Institutional Affairs Division, develops strategic institutional partnerships, supports organisations, associations and think tanks (Avignon Forum, L'institut Montaigne, Cercle de la LICRA, Institut de l'Entreprise, Les Entretiens de Royaumont, etc.), and also contributes to their work, reflecting the Group's initiatives and</li> </ul>

	<p>commitments. It is also committed to social sponsorship through numerous partnerships (<i>Téléthon du cinéma, Quinzaine en actions, Nouvelle Cour, GoodPlanet Foundation</i>).</p>
<p><b>Civil society organisations, including advocacy NGOs, consumer groups, charities and family organisations</b></p>	<ul style="list-style-type: none"> <li>• The Group has defined a <b>Policy and a Procedure governing its relations with advocacy NGOs</b> in order to <b>ensure a constructive, coordinated and productive dialogue</b> with these stakeholders. In 2020, 109 different exchanges with NGOs were carried out around the world.</li> <li>• BNP Paribas Personal Finance continues to maintain a dialogue and work closely with stakeholders dealing with consumer finance issues, including in particular consumer groups, family organisations, charities, institutions, etc. 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 2020, due to the health crisis, the working groups were able to continue meeting via video conference, addressing consumer spending and the consequences of the crisis on households. In ten years, 43 different working groups have been organised, covering a variety of topics.</li> </ul> <p>Furthermore, with the “Cetelem &amp; You” community, consisting of customers and consumers alike, BNP Paribas Finance also conducts co-building initiatives focused on future product ranges and improving the customer experience by regularly performing surveys that go further than traditional surveys in that they serve to measure the relevance of consumer proposals in person and in real time. In 2020, this community played a crucial role in improving a mobile app, providing invaluable user feedback at every stage of the app’s development.</p>
<p><b>Media (press, social media, etc.) and opinion leaders</b></p>	<ul style="list-style-type: none"> <li>• The Group Media Relations team coordinates relations with journalists for the entire Group and handles all media requests: questions raised in preparing articles, requests for interviews, etc. The Group Media Relations team also distributes all Group news to the media via press releases or press conferences, for example.</li> <li>• The Social Media team implements <b>the Group’s social media strategy</b>. To that end, it coordinates and amplifies Group messages (paid or organic) on social media, tailored to different countries, regions, business lines, entities and spokespersons. BNP Paribas is active on LinkedIn, Twitter, Instagram and YouTube through business line and corporate accounts, but also via the accounts of its executive managers and experts. Some Group entities also have a presence on Facebook and WeChat. The Social Media team monitors other networks via a passive presence on Snapchat and Pinterest. All of these networks allow the Group to be visible and accessible.</li> <li>• The Social Media team deploys the <b>Group’s influencer strategy</b>, with a view to helping the Group and its business lines build an influential network on the social web. With that goal in mind, the team is in <b>regular contact</b>, informally or during events, with influencers and <b>opinion leaders</b>. They also ensure that this strategy is effectively implemented by business lines and entities.</li> <li>• The Social Media department monitors and takes into account all conversations on the open web (including Wikipedia, Google and Reddit) that concern the Group.</li> <li>• The External Relations Department maintains close and <b>regular contacts with key opinion leaders</b> via meetings, lunches and other Public Relations activities during events supported by BNP Paribas.</li> </ul>

**Local communities liable to be affected by customer activities**

- BNP Paribas adopted the Equator Principles in 2008. This set of **voluntary standards** is designed to help identify, assess and manage social and environmental risks associated with project financing. One of the commitments relates to stakeholders and communities who may be affected by a project and aims to protect them by **informing them, preventing and redressing any adverse effects**.
- In addition, human rights criteria set out in the majority of **CSR policies for funding and investing in sensitive sectors** (agriculture, mining, pulp, palm oil, coal fired power generation and unconventional oil & gas) factor in risks associated with the rights of local communities. The Group may request that its clients demonstrate that they have consulted with local populations during the preliminary project stage or that they have established a grievance resolution mechanism.
- Moreover, BNP Paribas regularly meets with **associations representing the local communities affected**, at their request or proactively, to gain a better understanding of their situation on the ground.