

BNP Paribas: Sarah Roussel is appointed Group Head of Human Resources

Sarah Roussel, previously Chief Executive Officer of Arval France, has been appointed Group Head of Human Resources of BNP Paribas and will succeed Sofia Merlo, who is set to retire, on 1 July 2026. Sarah will join the Group Executive Committee and will report to Philippe Maillard, Chief Operating Officer (COO) of BNP Paribas Group.

In the context of ongoing transformation of the bank's business lines and continued development of the Group, Sarah Roussel will be tasked with helping to build the implementation framework for the Group's next strategic plan. She will work closely with the teams across business lines, countries and functions to support the Group's 180,000 employees.

"I would like to pay tribute to Sofia's remarkable career and thank her for her more than forty years of commitment to the Group, across her various positions and in her role as Head of Human Resources. Each time, she has driven development and transformation policies that have contributed to BNP Paribas' success. Sarah brings a wide-ranging experience that will enable us to continue this momentum and support all our business lines, countries and functions. Together with Philippe Maillard, we are delighted to see Sarah take on these new responsibilities and join the Group Executive Committee," commented **Jean-Laurent Bonnafé, Chief Executive Officer of BNP Paribas.**



A graduate of ESSEC Business School with an MBA from INSEAD, Sarah Roussel began her career in 1994 within BNP Paribas' General Inspection. Following her role in Group Financial Management, she was appointed Chief Financial Officer of CIB in London in 2011, before becoming Head of Management Control for the CIB division and, in 2015, Chief Financial Officer of the Domestic Markets division. She then served as CEO of BNP Paribas Factor France and the Iberian countries until 2022, when she was appointed Chief Executive Officer of Arval France, a Group subsidiary specialising in mobility solutions and long-term vehicle leasing. In this role, she significantly strengthened Arval France's position in the market.

About BNP Paribas

Leader in banking and financial services in Europe, BNP Paribas operates in 64 countries and has over 180,000 employees, including more than 146,000 in Europe. The Group has key positions in its three main fields of activity: Commercial, Personal Banking & Services for the Group's commercial & personal banking and several specialised businesses including BNP Paribas Personal Finance and Arval; Investment & Protection Services for savings, investment and protection solutions; and Corporate & Institutional Banking, focused on corporate and institutional clients. Based on its strong diversified and integrated model, the Group helps all its clients (individuals, community associations, entrepreneurs, SMEs, corporates and institutional clients) to realise their projects through solutions spanning financing, investment, savings and protection insurance. The Group has a historic footprint in four eurozone markets: Belgium, France, Italy and Luxembourg. The Group is rolling out its integrated commercial & personal banking model across several Mediterranean countries, Türkiye, and Eastern Europe. As a key player in international banking, the Group has leading platforms and business lines in Europe, a strong presence in the Americas as well as a solid and fast-growing business in Asia-Pacific. BNP Paribas has implemented a Corporate Social Responsibility approach in all its activities, enabling it to contribute to the construction of a sustainable future, while ensuring the Group's performance and stability.

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