

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

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Group CSR



BNP PARIBAS

The bank
for a changing
world

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I. BNP PARIBAS' STAKEHOLDERS

BNP Paribas has four groups of contractual stakeholders:

- its **clients** (individuals, professionals, corporate clients and institutions);
- its **employees and employees representative bodies**;
- 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 on behalf of third parties, regulatory bodies and public authorities, financial and non-financial rating agencies, organizations and think tanks, civil society, and civil society's organizations (local communities, NGOs, consumer groups, charities, etc.), media and opinion leaders.

II. BNP PARIBAS' DIALOGUE WITH ITS STAKEHOLDERS

■ OBJECTIVES OF OUR DIALOGUE WITH STAKEHOLDERS

The Corporate Social Responsibility (CSR) strategy of BNP Paribas, which is detailed each year in the **Chapter 7 of the Group's Universal Registration Document**, is structured around four pillars: economic responsibility, social responsibility, civic responsibility and environmental responsibility.

It is in line with the Group's **company purpose**: to serve our clients and the world we live in.

Dialogue with stakeholders is at the heart of BNP Paribas' social and environmental responsibility and a key lever to meet the Group's CSR objectives. The Group maintains an open and constructive dialogue with its stakeholders, which involves **listening to, understanding, and addressing stakeholder expectations**, consistent with its CSR strategy. Such dialogue is also key to make our stakeholders aware of our decisions and actions, and to explain them, in the objective of enhancing transparency and clarity in all our communications.

The Group's formal commitment to maintain an open and constructive dialogue with its identified stakeholders aims at achieving **three main objectives**:

- **Anticipating change in our businesses developments and improving our products and services:** stakeholder dialogue enhances our identification and understanding of their expectations and allows us to constantly adapt our business lines to offer products and services that meet our customers' actual needs.
- **Enhancing risk management:** by listening to our internal and external stakeholders and developing positive dialogue with them, the Group is able to implement forward-looking risk management policies.
- **Finding innovative solutions which positively impact society:** by listening to our stakeholders, we contribute to fulfil our economic, social, civic and environmental responsibilities with a view to making a positive impact on society as a whole.

THE MATERIALITY MATRIX

BNP Paribas develops tools to listen to stakeholder expectations, in particular with a view to enhancing its roadmap.

In 2018, the Group developed a "Materiality matrix" published in its Universal Registration Document, a tool designed to identify and prioritise the most material topics for the company by analysing the expectations of its stakeholders. The initial version of 2018 was revised in 2021 (see Appendix).

This update was based on the assessment of the importance of 21 non-financial topics, in collating the perceptions of the Group's employees with those of its external stakeholders.

At the end of this study, three groups of topics emerged: critical, major and important topics.



■ ORGANIZATION OF OUR DIALOGUE WITH STAKEHOLDERS

BNP Paribas implements a structured approach of the dialogue with its stakeholders, with several **internal policies** governing stakeholder relations (see [BNP Paribas' Publications page](#)).

Each category of stakeholders has also clearly **identified contacts** within BNP Paribas, either at the level of a Group function or of a business line.

The Group adapts and deploys its **dialogue's channels** in accordance with stakeholder objectives and expectations.

BNP Paribas strives to analyse the views and interests of its key stakeholders, as they relate to its strategy and *business model*. It informs The Group's Executive Management and Board of Directors are regularly informed of these views and interests.

Main dialogue channels per type of stakeholder (non-exhaustive list)

STAKEHOLDER	DEDICATED CONTACTS	EXAMPLE OF DIALOGUE'S CHANNELS <small>URD (Universal Registration Document) references are for the 2022 edition</small>
<p>CLIENTS</p>	<ul style="list-style-type: none"> ▪ Business lines, relationship managers, senior bankers, local bankers... ▪ Expert and specialized teams for tailored support to clients or sectors (large corporates, financial institutions, SMEs and midcaps, Social Entrepreneurs, non-profits, etc.) 	<ul style="list-style-type: none"> ▪ The "Advocacy Programme" and "Net Promoter Score" (NPS) to listen to the voice of customers (URD p.650) ▪ Complaints process and mediation (URD p.650) ▪ Financial education programmes (URD p.682, 712)
<p>EMPLOYEES AND EMPLOYEE REPRESENTATIVE BODIES</p>	<ul style="list-style-type: none"> ▪ Human Resources 	<ul style="list-style-type: none"> ▪ Social dialogue with partners (URD p.673) ▪ Employees' networks (URD p.665) ▪ "Pulse"/targeted surveys to listen to the voice of employees (URD p.671, 677) ▪ "About me" tool to encourage continuous feedback and dialogue on employees' career path (URD p.678) ▪ Employee's ethical alert right or whistleblowing system (URD p.715) ▪ Internal procedure for harassment reports (URD p.672)
<p>SHAREHOLDERS (INDIVIDUAL AND INSTITUTIONAL INVESTORS)</p>	<ul style="list-style-type: none"> ▪ Investor Relations and Financial Information ▪ ESG Transparency & Performance within Group CSR ▪ Shareholder Relations and Liaison Committee ▪ Shareholders' Club ("Cercle des Actionnaires") 	<ul style="list-style-type: none"> ▪ Relationship with shareholders (requests, information...) ▪ Investor events (Investor days, earnings presentations, roadshows...) and meetings ▪ https://invest.bnpparibas/ website and Investor newsletters ▪ https://cercle-actionnaires.bnpparibas/ website and information emails

SUPPLIERS	<ul style="list-style-type: none"> Procurement & Performance 	<ul style="list-style-type: none"> Suppliers' surveys and regular business reviews (URD p.643) ESG questionnaires used in calls for tenders to assess suppliers (URD p.710) Alert mechanism (whistleblowing) for suppliers and subcontractors (URD p.648)
JOB APPLICANTS	<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Recruitment processes and events
COMPANIES IN WHICH BNP PARIBAS INVEST ON BEHALF OF THIRD PARTIES	<ul style="list-style-type: none"> Investment teams (BNP Paribas Asset Management, BNP Paribas Cardif...) 	<ul style="list-style-type: none"> Stewardship and voting (URD p.654, 683711) Collaborative dialogue through investors' coalitions, eg. Climate Action 100+ initiative, Nature Action 100... (URD p.655)
REGULATORY BODIES AND PUBLIC AUTHORITIES	<ul style="list-style-type: none"> Institutional Affairs 	<ul style="list-style-type: none"> Key positions on banking and financial regulations within relevant working groups
FINANCIAL AND NON-FINANCIAL RATING AGENCIES	<ul style="list-style-type: none"> Investor Relations and Financial Information ESG Transparency & Performance within Group CSR 	<ul style="list-style-type: none"> Non-financial rating agencies' questionnaires and meetings
ORGANIZATIONS AND THINK TANKS	<ul style="list-style-type: none"> Company Engagement and CSR External Relations within Group Communications Business lines 	<ul style="list-style-type: none"> Involvement in several coalitions, organizations, working groups and initiatives (URD p.643)
CIVIL SOCIETY AND CIVIL SOCIETY'S ORGANIZATIONS (LOCAL COMMUNITIES, NGOS, CONSUMER GROUPS, CHARITIES)	<ul style="list-style-type: none"> Company Engagement and CSR Dialogue with NGOs within Group CSR Business lines 	<ul style="list-style-type: none"> For project finance, information and dialogue with local communities in line with the Equator Principles adopted by BNP Paribas in 2008 (URD p.652, 713) Meetings with associations representing local communities
MEDIA AND OPINION LEADERS	<ul style="list-style-type: none"> Media Relations and Social Media within Group Communications 	<ul style="list-style-type: none"> Relationship with journalists, influencers (requests, information...) Media meetings, conferences, and events Business lines' and corporate social media accounts

APPENDIX: BNP PARIBAS MATERIALITY MATRIX

To inform the analysis of our stakeholders' expectations, our materiality matrix maps and prioritizes the challenges facing the Group. The initial version of 2018 was revised in 2021.

This update was based on the assessment of the importance of 21 non-financial topics, by collating the perceptions of the Group's employees (more than 1,200 Senior Manager Positions) with those of its external stakeholders.

At the end of this study, three groups of topics — classified as **critical**, **major** and **important** — emerged.

