

ARVAL

A RESPONSIBLE AND SUSTAINABLE MOBILITY PARTNER

#POSITIVEMOBILITY

CSR REPORT 2021

Incorporating the United Nations Global Compact
Communication on Progress (COP)



ARVAL
BNP PARIBAS GROUP

For the many
journeys in life

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FOREWORD

ARVAL CEO STATUS ON THE ARVAL BEYOND STRATEGY



It has been one year since we launched the Arval Beyond Strategic Plan, and **we have made a great start**. Despite the challenges we had to face, we have successfully launched a range of new projects and **we are already starting to see the benefits**.

In the last year, the pandemic has accentuated many of the trends that Arval Beyond aims to address. The vision we laid out in our strategic plan is now more relevant than ever, and **we can be proud of our foresight and our proactive approach**. Today, we are positioned as a major sustainable mobility player on the market, an innovative, customer-centric and responsible company leading the way to mobility in all its forms.

Across the board, our metrics are very good, and we expect to exceed and even revise upwards a number of our targets. **We are on track to reach our objectives for 2025!**

Alain van Groenendael
CHAIRMAN and CEO of Arval BNP Paribas Group

ARVAL PURPOSE

DESTINATION? SUSTAINABLE MOBILITY

We are a committed mobility partner. Yours.

With growing concerns about climate change, sustainability has never been more critical for automotive and mobility actors. For 30 years, Arval has successfully focused its expertise on full-service leasing. Now, as a market leader, we are in the right position to be part of the solution and drive positive change, for the many journeys in life.

Driving our customers through energy transition

Today, we go beyond car leasing to provide all our customers with new sustainable mobility means, which include the car. We empower them with a unique hands-on approach to energy transition. In other words, we strive to act as a trusted and innovative mobility partner, committed to shaping a better future.

Inspiring a positive impact culture

We can only succeed with the full engagement of our teams around the world. That is why Arval conducts its development in line with the values and principles proudly held by the BNP Paribas Group and the United Nations Sustainable Development Goals. Our common goal is to build a strong responsibility culture, founded on talent and inclusion, to inspire all our employees to make a positive impact every day.

**Together
we can
make it
happen.**

ARVAL PRESENTATION 2021

Arval's
7,500
employees
provide services

1,469,753
leased vehicles
at end Dec 2021

to more than
300,000
customers
(corporate,
small, medium
enterprises
and private)

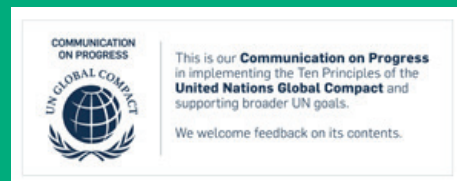
across
30
countries

87%
of our
employees
consider
Arval to be an
environmentally
responsible
company

85%
of our clients
consider that Arval
cares about
the environment
+2 points vs 2020

COMMITMENTS AND AWARDS

Since 2004, Arval has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, environment, labour and anti-corruption principles.



ECOVADIS RATING

Arval is positioned among the top 1% of suppliers in its industry, according to EcoVadis, and has been awarded the Platinum recognition level for 2021.

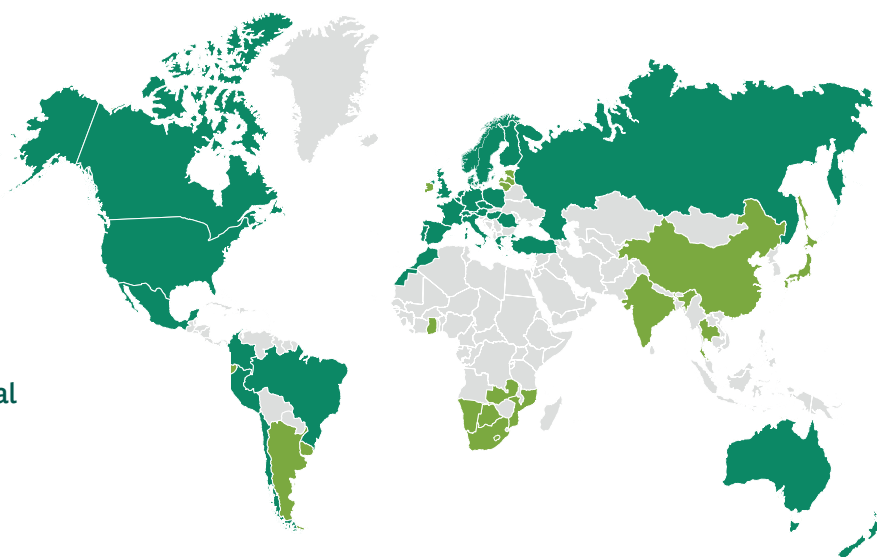
ISO 14001
CERTIFICATION
14
in countries



BNP PARIBAS IS REDUCING ITS DIRECT IMPACT AS MUCH AS POSSIBLE, IN ORDER TO DECREASE ITS CARBON FOOTPRINT, AND IS OFFSETTING ITS RESIDUAL GHG EMISSIONS.

A WORLDWIDE PRESENCE

■ ELEMENT - ARVAL
■ PARTNER COUNTRIES



**ARVAL
BEYOND**
ARVAL STRATEGIC PLAN 2020-2025

ONGOING STRATEGIC PLAN Focusing on sustainability and mobility

In the last year, we have launched multiple projects to optimise our offers in line with customer expectations and market trends.

POSITIVE CHANGE IN ACTION!

360° Mobility represents our ambition to become a leader in sustainable mobility, as well as a key partner for mobility operators.

And yes, we are developing new solutions at a remarkable pace.

In 2021, we extended our bike leasing offer to all eight major European countries with a focus on e-bikes and all-inclusive services. Our car sharing offer has grown rapidly, and we have developed the Arval Mobility app to enable trip planning with multiple types of mobility solutions. In 2021, we worked on Arval Connect,

an initiative to reshape our existing telematics-based connected services (Arval Active Link) that will be officially launched in March 2022.

And with our **"Good for you, Good for all"** offers, we want to make a positive impact by supporting energy transition and driver safety. How? By engaging everyone from our customers and partners to colleagues in the BNP Paribas Group. Next step? The deployment of a set of tools and initiatives to help clients in their energy transition by reducing the environmental impact and increasing road safety.



ARVAL AWARDS 2021

SUCCESS STORIES WORTH SHARING

GREECE



Arval Greece won the Gold Prize at 2021 Greek Mobility Awards organised by Boussias Communication in the category Leasing Company - Cost Reduction.

In a year when the pandemic affected many markets and activities, Arval Greece is proud of this award as a recognition of our customer-centric approach for the many journeys in life. Our contract adjustment actions towards our clients and the MTR solutions supporting "The Journey Goes On" campaign in Greece were the key elements of our success.



In January 2021, Arval was awarded the Platinum recognition level with a score of 74/100 on the EcoVadis Corporate Social Responsibility platform, ranking it amongst the top 1% best companies rated by EcoVadis in this industry.

74/100

+4 PTS
VS 2020

ITALY



Arval Italy obtained the EcoVadis Platinum medal in October 2021, with an overall score of 74/100. They went from a Gold certificate in 2020 to the highest recognition in 2021/2022: Platinum!

74/100

+4 PTS
VS 2020

WE ARE
AMONG THE TOP
1% RATED IN
OUR INDUSTRY!

POLAND



The CEO of Arval Polska, Robert Antczak, accepted the "Company of the Year" award in the "Road Safety Partner" competition organised by "Stowarzyszenie Partnerstwo dla Bezpieczeństwa Drogowego" (polish road safety partners).

The award is given to individuals, companies, non-governmental organisations, and media, who contribute to making roads safer every year with their commitment.



ROMANIA



Arval Romania has been recognised "Best in Operational Leasing" by the prestigious and only fully dedicated leasing and banking publication in Romania: Financial Market.



THE NETHERLANDS



Golden Ear certification recognised Arval Netherlands feedback management as the best on the market with a 97% score.

Only two companies in the Netherlands achieved level 3. (> 90% score)



Arval UK was announced the winner of the industry's first Wellbeing Award at this year's FN50 for the vital work it carries out to improve the physical and mental wellbeing of its staff. And Arval UK account manager, Sam Seaton, won the customer service award.



DURING THIS YEAR'S FN50, ARVAL UK WAS ALSO:

- **Shortlisted for:** Individual Customer Service Award and Team Customer Service Award.

- **Highly commended for:** Green Initiative, Leasing Co of the Year over 25,000 vehicles, and Customer Service Rising Star (Arval UK senior account manager, Kieron Hollis).

ARVAL MATERIALITY MATRIX

At Arval, we are determined to align our CSR strategy to the expectations of our stakeholders. To do so, we conducted a materiality matrix analysis for the first time in 2021.

QUICK REWIND PLEASE!

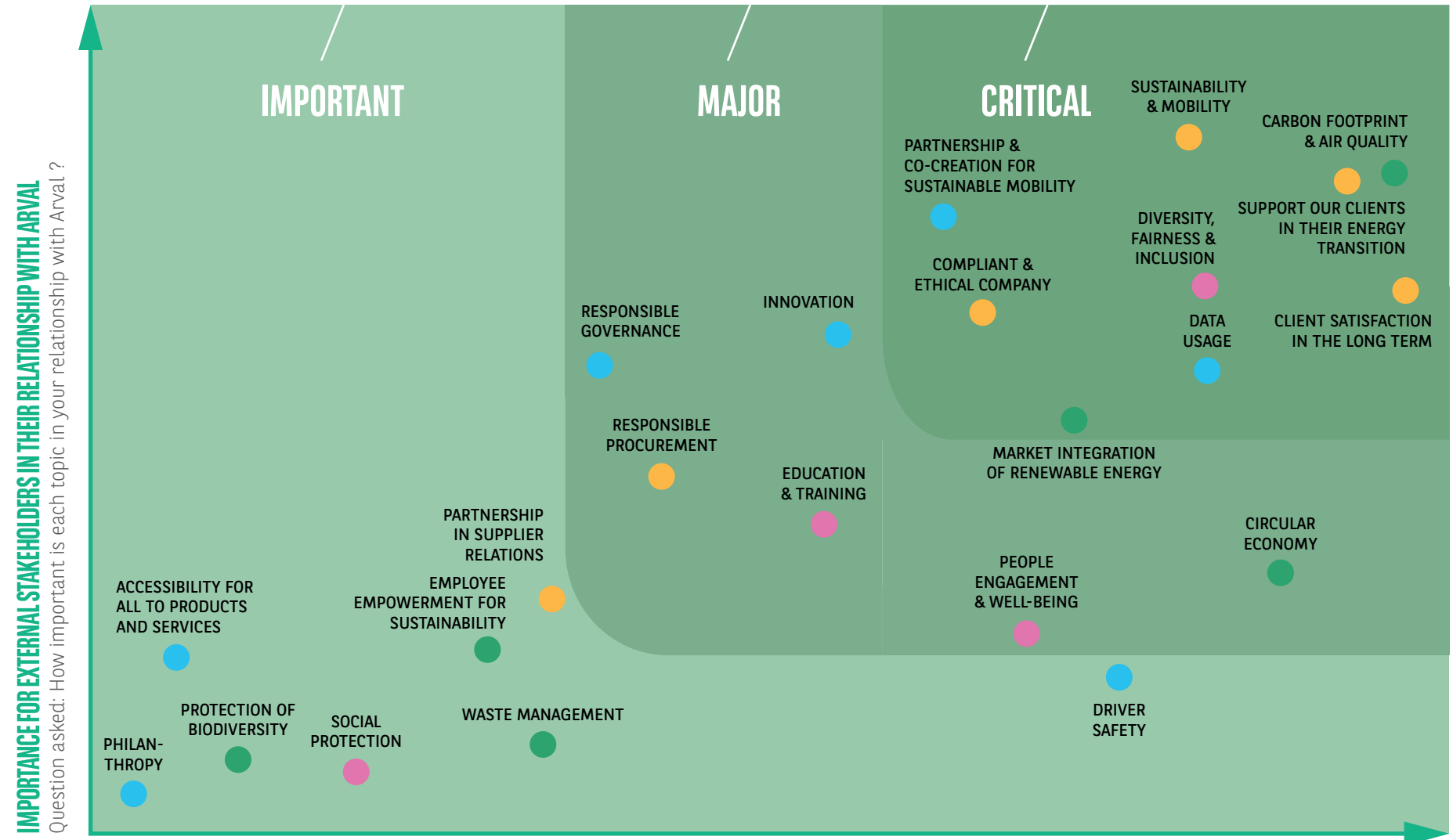
What's a materiality matrix?

This methodology helps prioritise environmental, social and governance issues according to their importance in the eyes of different stakeholders. At Arval, this insight enables us to finetune our policies and make sure our approach to corporate responsibility remains as relevant, current, and consistent as possible.

We carried out our study over a three-month period through qualitative and quantitative research engaging all our internal and external stakeholders (including our Steering Committee members, employees, clients, suppliers, investors, partners and NGOs).

This immersive exercise has helped us identify key topics (categorised from important to critical) and bring better visibility to our actions and their impact on our stakeholders. Working closely with our stakeholders has also played out as an opportunity to gain recognition for our efforts.

The key learnings of this study help us align even more our CSR Strategy to the expectations of our ecosystem. We are committed to doing so!



IMPORTANCE FOR ARVAL'S EMPLOYEES

Question asked: How important is each topic for Arval's success ?

● THE ECONOMY
 ● THE COMMUNITY
 ● OUR PEOPLE
 ● THE ENVIRONMENT

ARVAL STAKEHOLDERS

SUSTAINABLE MOBILITY IS A COLLECTIVE JOURNEY

Being accountable to our stakeholders drives us to challenge our managerial and commercial practices seamlessly. Fostering dialogue is key to generating valuable insight on how to change and accelerate for the better. To better manage our relationships, we have categorised our key stakeholders into seven main groups:



Working together across this diverse network implies developing specific interaction methods. For our employees, we measure the level of engagement through the Net Promoter Employee score (NPE). Arval Pulse – an internal survey – is a great indicator to make sure that we have everyone on board. It measures, among other things, the percentage of employees who have a favourable opinion on our social and environmental initiatives. Satisfaction surveys are also shared among our customers, users and drivers, to evaluate all aspects of our relationships and services.

Transparency, our foundation to build winning relationships

Ensuring transparency towards our different stakeholders is a priority. We do it in several different ways. Firstly, Arval makes it possible for stakeholders to retrieve key information about Arval both through the BNP Paribas integrated reports, our corporate report and the financial report published by the Finance department.

All Arval reports are publicly available on our corporate website.

For more information, please visit www.arval.com/investors



Responsible leadership

FOSTERING OUR POSITIVE SPHERE OF INFLUENCE

Inspiring positive change in our industry is part of our mission, and that is why we are eager to team up with other committed organisations to make an impact on a bigger scale. We are active members of the WBCSD's Transforming Urban Mobility (TUM) stream and have contributed to several publications.

Arval is also actively involved in the **Movin'On** initiative and leads several communities of interest to accelerate the development of mobility hubs. Our long-term implication in the **MaaS Alliance** is as active as ever.



CSR GOVERNANCE

FOSTERING A POSITIVE CULTURE

CSR is at the heart of our strategy

At Arval, we see CSR as a shared responsibility among all our departments, at all levels, in every country. Our CSR strategy is directly overseen by our Chairman and CEO, Alain van Groenendael, as well as the Director of Communications and CSR, Christelle Paillès.

Our corporate responsibility approach is also **fully in line** with the strategy of BNP Paribas Group.

So, to bring life to this strategy, we are glad to benefit from a dedicated community of national representatives committed to implementing transformative initiatives and driving positive change locally. Each local CSR representative is a unique point of contact for our CSR and Engagement Manager, at an international level. With the support of the CSR team (part of the CSR and Communications department), the CSR and Engagement Manager oversees governance, the CSR Steering Committee, and the coordination of Arval's CSR Community. Also, she supervises the management and reporting of CSR initiatives and strategies. This publication is a prime ex-

ample of the department's reporting responsibility.

A committed community

In an increasing number of countries, we are proud to have established local CSR ambassadors, forming an international community. Each ambassador contributes to the country's local CSR Steering Committee to help the sharing of best practices, to support regional strategies, and relay critical insight. By meeting regularly and cooperating seamlessly, this community brings the vital energy needed to promote sustainability and responsibility within Arval, the BNP Paribas Group and beyond our walls.

From developing responsibility strategies to doing great responsible business

Engaging our employees in making responsibility an integrated part of everyday business is simply essential to us. To do so, our CSR team has developed quantifiable KPIs to measure the impact of CSR within the company and keep track of our progress.

2025 targets have been set for each KPI to ensure that CSR remains a focal point every day.

That is not all, CSR performance is now also part of our 3-year compensation plan, Arval's Long Term Incentive plan.



CSR STRATEGY

TO LEAD WITH A PURPOSE

QUICK REWIND PLEASE!

What's CSR all about ?

Corporate Social Responsibility covers various practices initiated by companies to support the principles of sustainable development. For us at Arval, it is about developing sound, enjoyable, and responsible mobility solutions for employees and workers worldwide. This implies accelerating the global energy transition, curbing the dependency on fossil fuels, and making mobility more adapted to today's needs.

Our goal? To positively impact society, tackle the climate crisis head-on and make change as attractive and inclusive as possible!

Committed to succeeding since the beginning

For 30 years, Arval has successfully focussed its expertise on full-service leasing, thanks to the support of the BNP Paribas Group. It is now firmly positioned as a major player, with an average leased fleet growth of 7.4% over the last five years and an impressive 6.6% growth in 2021, despite the Covid-19 pandemic.

This culture of sustainable mobility is the perfect platform to make an impact and drive the positive economy

ARVAL BEYOND

TOWARDS A NEW SUSTAINABLE MOBILITY WORLD

In 2020, we embarked on a five-year plan built on a successful test & learn approach with reinvented offers, partnerships, and training for our teams to remain one-step ahead of the game. Our goal is crystal clear: to help deliver an integrated sustainable mobility experience for our customers, to provide them support in their own transformation journey, and sharing connected and flexible solutions. With ambitious 2020-2025 targets, we are making a difference and creating value for all our stakeholders.

A 4-dimensional Arval Beyond Transformation Plan

OFFERS	360° mobility	Connected & Flexible	Good for you, good for all	Arval inside
CUSTOMERS	Retail	Corporate	International	Arval inside
LEVERS	Digital	Data	People	Process
PASSIONS	People Engagement	Customers Satisfaction	Efficiency & agility	Sustainability & responsibility



Christophe Conegero
Chief of Staff - Arval

"A more sustainable world cannot be achieved without sustainable mobility. Making our employees proud to be part of this journey is paramount to meet our ambitions. With everybody on board, we can support our clients and help them far better to succeed in their energy transition".

KEY 2025 CSR TARGETS

OUR OBJECTIVES AT THE END OF 2025

OUR CSR & ENERGY TRANSITION AMBITIONS

1

700,000

electrified vehicles*

in our leased fleet
(35% of our total leased fleet)

*Electrified: Electric & Hybrid

OUR BUSINESS MODEL TRANSFORMATION

2

100%

of countries

offering sustainable mobility solutions

INSPIRING OUR TEAMS AROUND THE WORLD TO ACT FOR GOOD

3

30,000 **volunteering hours**

accomplished by Arval employees

PROMOTING GENDER EQUALITY

4

40%

of women

in all Arval ExCos in all our countries

REDUCING THE CARBON FOOTPRINT OF OUR FLEET

-35%

average CO₂

reduction per vehicle per km

6

CURBING OUR ENVIRONMENTAL IMPACT

0 g CO₂ EMISSIONS

By reducing and fully offsetting all the CO₂ emissions of Arval own operations

5

DEFINITIONS

①

BNP Paribas is reducing as much as possible its direct impact in order to decrease its carbon footprint and is offsetting its residual GHG emissions.

②

Average emissions of CO₂ are calculated as a weighted average of the Arval entities' fleet (Passenger cars and LCVs). In a context of regulation change (NEDC, WLTP), the CO₂ emissions will be adjusted to the WLTP, making use of the results of a NEDC-WLTP correlation internal study, to ensure comparable stringency. The calculations are made starting January 1st 2020 vs December 2025.

ARVAL CSR STRATEGY 2020-2025



THE ECONOMY

DEVELOPING OUR BUSINESS
IN AN ETHICAL
AND SUSTAINABLE WAY

- 1 Promoting Sustainable Mobility with a positive impact
- 2 Ethics of the highest standards
- 3 Including responsible sourcing in our contracts with suppliers



OUR PEOPLE

DEVELOPING
AND ENGAGING OUR
PEOPLE RESPONSIBLY

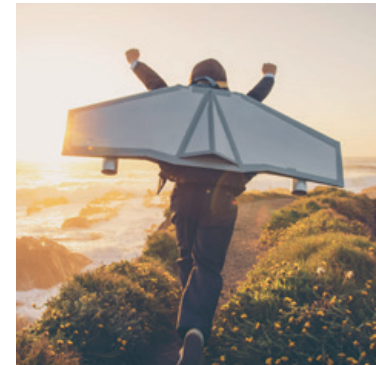
- 4 Promote diversity, inclusion and sustainability in the workplace
- 5 Be a good place to work with responsible employment management
- 6 Be a learning company supporting dynamic career management



OUR COMMUNITIES

BEING A POSITIVE
AGENT FOR CHANGE

- 7 Influencing and acting for driver safety
- 8 Supporting R&D for the future of sustainable mobility
- 9 Sustain corporate philanthropy actions related to our core business



THE ENVIRONMENT

COMBATTING
CLIMATE CHANGE

- 10 Partnering with our clients in the transition to a low-carbon mobility
- 11 Reducing the environmental impact of our operations
- 12 Advance awareness and sharing of best environmental practices

Contributing to 15 of the 17 United Nations Sustainable Development Goals (SDGs)



TABLE OF ACTIONS, OBJECTIVES, COMMITMENTS AND CONTRIBUTIONS TO THE UNITED NATIONS SDGs

THE ECONOMY PILLAR 1

PROMOTING SUSTAINABLE MOBILITY WITH A POSITIVE IMPACT

Actions	Key Performance Indicators		2025 target	SDGs*
	Countries deploying MaaS app	Belgium, France, Germany, Italy, Spain, Poland, The Netherlands, UK		
	Countries deploying e-bikes	Belgium, Czech Republic, France, Germany, Greece, Hungary, Italy, Luxembourg, Nordics, Poland, Portugal, Spain, Switzerland, The Netherlands, UK		
Sustainable mobility offers (bike sharing, MaaS app, Bike leasing, etc.)	Countries deploying car sharing	Belgium, Brazil, Czech Republic, France, Germany, Italy, Nordics, Portugal, Slovakia, Spain, Switzerland, The Netherlands, UK	150	 11. Sustainable cities and communities
SMaRT* approach to support our clients in their energy transition	Number of SMaRT missions conducted by Arval (locally and internationally)			

* SMaRT: Sustainable Mobility and Responsibility Targets

ETHICS OF THE HIGHEST STANDARDS

Strong sectorial policy	% of clients assessed according to <i>Know Your Customer</i> (KYC) guidelines	100%	 13. Climate action
Training on anti-corruption, anti-money laundering, sanctions and embargos	% of employees trained on anti-corruption, anti-money laundering, sanctions and embargos	98%	 16. Peace, justice and strong institutions

INCLUDING RESPONSIBLE SOURCING IN OUR CONTRACTS WITH SUPPLIERS

CSR clauses integrated into all new contracts	% of new suppliers' contracts signed containing CSR clauses	100%	 12. Responsible consumption and production
Integration of CSR criteria into tender processes	% of suppliers scored on CSR during the tender	100%	
Arval current preferred suppliers assessed according to CSR criteria	% of current preferred suppliers assessed according to CSR criteria	100%	

*SDGs: Sustainable Development Goals

OUR PEOPLE PILLAR 2

PROMOTE DIVERSITY, INCLUSION AND SUSTAINABILITY IN THE WORKPLACE

Women in Action – Programme for future Women Leaders	% of women in Senior Manager positions (SMP) % of women in Local ExCos	25% 40%	 5. Gender equality
Disability Commitment	% of entities* with at least 1 commitment on disability*	100%	 10. Reduced inequalities

* Entities with over 100 employees

BE A GOOD PLACE TO WORK WITH RESPONSIBLE EMPLOYMENT MANAGEMENT

Pulse Survey	Net Promoter Employee (NPE)	20	 8. Decent work and economic growth
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BE A LEARNING COMPANY SUPPORTING DYNAMIC CAREER MANAGEMENT

Training overall	% of employees reporting having been trained (any format, including e-learning) over the past 12 months (excluding BNP Paribas compulsory training)	98%	 8. Decent work and economic growth
Dynamic career management	% of employees having received formal feedback from their management (annual appraisal, career review, continuous feedback)	100%	

*SDGs: Sustainable Development Goals

TABLE OF ACTIONS, OBJECTIVES, COMMITMENTS AND CONTRIBUTIONS TO THE UNITED NATIONS SDGs

/ THE COMMUNITY			PILLAR 3
Actions	Key Performance Indicators	2025 target	SDGs*

/ INFLUENCE AND ACTING FOR DRIVER SAFETY

Arval countries offering eco-safety driver trainings	Number of Arval countries offering eco-safety driver trainings	30 countries (100%)	<p>3. Good health and well-being 9. Industry, innovation and infrastructure 11. Sustainable cities and communities</p>
Developing specific insurance pack for vehicles equipped with ADAS* features	Decrease % of liable accidents, thanks to ADAS and Driver training	- 10%	

* Advanced driver-assistance systems

/ SUPPORTING R&D FOR THE FUTURE OF SUSTAINABLE MOBILITY

Providing our stakeholders with Insights on mobility patterns – Arval Mobility Observatory (AMO)	Number of e-books published by the AMO worldwide	8	<p>9. Industry, innovation and infrastructure 11. Sustainable cities and communities</p>
	Awareness: Number of participants in webinars and presentations worldwide	800	

/ SUSTAIN CORPORATE PHILANTHROPY ACTIONS RELATED TO OUR CORE BUSINESS

Solidarity projects	Donations or equivalent in euros	250,000 €	<p>1. No Poverty / 2. Zero hunger 4. Quality education / 15. Life on land / 17. Partnerships for the goals</p>
Solidarity hours performed by employees	Number of paid solidarity hours performed by employees	30,000 hours	

*SDGs: Sustainable Development Goals

/ THE ENVIRONMENT			PILLAR 4
Actions	Key Performance Indicators	2025 target	SDGs*

/ PARTNERING WITH OUR CLIENTS IN THE TRANSITION TO A LOW-CARBON MOBILITY

"Electrified**" vehicles share in our leased fleet	Number of "Electrified" vehicles leased	700,000	<p>7. Affordable and clean energy 12. Responsible consumption and production 13. Climate action</p>
Reducing CO ₂ of our leased fleet	% of the average reduction vs Jan. 1st 2020	- 35%** vs Jan. 1st 2020 average CO ₂ reduction per vehicle per km	
Green Energy management and retail (including Vehicle to Grid)	% of "Electrified" vehicles connected to Vehicle to Grid (V2G) ecosystem	10%	

* Electric and hybrid ** Average emissions of CO₂ are calculated as a weighted average of the Arval entities' fleet (Passenger cars and LCVs). In a context of regulation change (NEDC, WLTP), the CO₂ emissions will be adjusted to the WLTP, making use of the results of a NEDC-WLTP correlation internal study, to ensure comparable stringency. The calculations are made starting January 1st 2020 vs December 2025.

/ REDUCING THE ENVIRONMENTAL IMPACT OF OUR OPERATIONS

"Electrified" vehicles share in Arval own fleet / ExCos	% of countries with 100% "Electrified" own fleet / ExCo	100%	<p>12. Responsible consumption and production 13. Climate action 15. Life on land</p>
0g CO ₂ emissions of Arval own operations. By reducing and fully offsetting all the CO ₂ emissions of Arval own operations (combustion of fossil fuel, electricity in own buildings, professional travels).	Number of grams of CO ₂ , achieved after carbon compensation	0g CO ₂ *	
Paperless company: reducing paper consumption per employee (kg/employee)	Number of kilograms per employee and % of decrease	11.5kg/employee	

* Since 2017 BNP Paribas is reducing as much as possible its direct impact in order to decrease its carbon footprint and is offsetting its residual GHG emissions.

/ ADVANCE AWARENESS AND SHARING OF BEST ENVIRONMENTAL PRACTICES

Employee awareness	Pulse "I believe Arval is an environmentally responsible company"	90%	<p>13. Climate action</p>
Sharing of CSR communication in-house, and externally	Share in % of CSR communication (internal, social media and press)	60%	

*SDGs: Sustainable Development Goals

Our corporate clients are facing new challenges. First climate change; how it affects their activities, reputation, and business models. Also, companies are expected to address the evolving needs of employees, including the question of mobility. At Arval, we believe that a holistic and more responsible approach to mobility is the perfect platform to tackle these challenges and create shared value. This implies supporting our customers in their mobility transformation, promoting the importance of alternative mobility solutions, providing the intelligence to inspire and empower while ensuring that our solutions genuinely make people's lives easier and create a better world of tomorrow.

PILLAR 1

THE ECONOMY

DEVELOPING OUR BUSINESS IN AN ETHICAL AND SUSTAINABLE WAY



PROMOTING SUSTAINABLE MOBILITY WITH A POSITIVE IMPACT

Actions	KPIs	2021 progress	2025 target	SDGs ⁽¹⁾
Sustainable mobility offers (bike sharing, MaaS app, Bike leasing, etc.)	Countries deploying MaaS app	France, Germany, The Netherlands	Belgium, France, Germany, Italy, Poland, Spain, The Netherlands, UK	
	Countries deploying e-bikes	Belgium, Czech Republic, France, Germany, Italy, Luxembourg, Poland, Spain, Switzerland, The Netherlands, UK	Belgium, Czech Republic, France, Germany, Greece, Hungary, Italy, Luxembourg, Nordics, Poland, Portugal, Spain, Switzerland, The Netherlands, UK	
	Countries deploying car sharing	Belgium, France, Italy, Poland, Spain, Switzerland, The Netherlands	Belgium, Brazil, Czech Republic, France, Germany, Italy, Nordics, Portugal, Slovakia, Spain, Switzerland, The Netherlands, UK	
SMaRT* approach to support our clients in their energy transition	Number of SMaRT missions conducted by Arval (locally and internationally)	266	150	

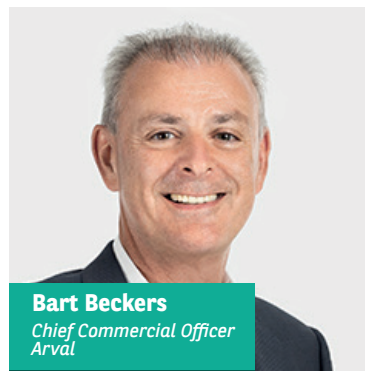
(1) SDG N°11: Sustainable cities and communities

SMaRT MOBILITY

From a car-centric company to a responsible mobility leader

In 2018, Arval launched its SMaRT approach (Sustainable Mobility and Responsibility Targets) to support its clients in their energy transition strategy. This methodology was - and still is - designed to satisfy the changing needs of fleet managers and progressively embed CSR objectives into fleet strategies. Today, we have decided to go one step further by launching Arval Mobility Consulting.

This updated approach integrates a whole range of recently emerging trends, including asset sharing of bikes, cars and scooters; increasing environmental concerns and the growth of Mobility as a Service. Arval Consulting teams design solution packages that fit the needs of each user type based on an in-depth understanding of mobility patterns and expectations. This know-how is vital to reveal the full potential of sustainable, flexible and connected mobility. Arval Mobility Consulting is currently rolled out in 11 countries.



Bart Beckers
Chief Commercial Officer
Arval

“Our corporate clients and their employees, in all our geographies, will be offered the sustainable and state-of-the-art mobility options they need, and Arval Mobility Consulting is a critical enabler to help our clients to make the right choices”.



What are the SDGs?

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 during the Paris COP as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

The 17 SDGs and their 169 integrated targets, recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

The private sector, including Arval, plays a critical role in the implementation of the SDGs globally.

QUICK REWIND PLEASE!

eLCVs

Supporting alternative mobility solutions

It is no secret. Business interest in electric cars has increased exponentially over the last couple of years. Today, we believe it is time to accelerate the same transition for the van market. We know that when it comes to most applications that vans are used for, eLCVs (electric light commercial vehicles) provide more than adequate range in real-world conditions. Our challenge is to help operators overcome their concerns and identify the environmental benefit and the operational improvement enabled by a tailored electrification strategy. And with a broader range of eLCVs becoming available, the potential is only increasing.



Amélie Phelip
Mobility Director
Arval

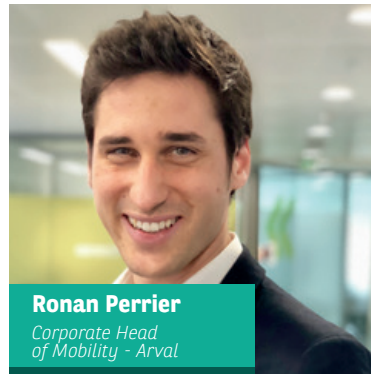
“Combining all the existing private and public transport solutions is vital to creating freedom of choice in sustainable mobility!”

How does Arval bring life to its responsible mobility ambition?

Amélie Phelip: Arval Beyond has set the tone. We are engaged in switching our business model to address the evolving needs of customers worldwide. Our Mobility 360° offer encapsulates this ambition. It is about diversifying our portfolio and integrating user-centric services such as corporate car sharing, active mobility with scooters, bikes or MaaS. Responsible mobility must be practical. Our newly launched Mobility Hub ticks these boxes by helping employees access different mobility solutions on one single platform. This hands-on approach also defines our Mobility App, which combines public and private mobility services in addition to our solutions. This holistic approach genuinely underlines our ambition to act as a committed mobility partner. And we believe that our teams should be at the forefront of change. To give you a couple of examples, in the Netherlands, our teams use the Arval Mobility App to register journeys according to the working schedule; or in France, employees cycle to work thanks to our bike-lease offer.

How does it impact Arval's way of doing successful business?

AP: Our customers value our capacity to anticipate their mobility aspirations and develop a tailored approach based on relevant data and insight. Today, we not only speak to fleet managers, but also CSR and Human Resources directors. We address broader subjects such as wellbeing, reputation, and corporate environmental performance, by tackling mobility aspirations. This leads us to develop inspiring partnerships and participate in celebrated events. Our influence seems more significant, and the relationships we foster with our customers are deeper. To push MaaS to the next level, we are committed to developing more partnerships with private and public organisations. Combining all the existing private and public transport solutions is vital to creating freedom of choice in sustainable mobility!



Ronan Perrier
Corporate Head
of Mobility - Arval

The Arval Mobility App

Ronan Perrier: We have built a unique mobility hub concept, the Arval Mobility App, where employees can access a large range of on-demand transportation services. This Mobility-as-a-Service application, which aggregates both Arval and external mobility policies, measures their impacts and adjust them with personalised recommendations to achieve companies' objectives.



Arval Active Link®

CONNECTED SERVICES DESIGNED TO DRIVE POSITIVE CHANGE

Our comprehensive telematics solution provides more than **15,000 customers** worldwide with key insight to promote safer and more responsible driving, reduce the number and severity of accidents, and better manage the fleet's environmental impact. Thanks to a tailored and straightforward dashboard, fleet managers can access key data on driving behaviours, mileage, and usage of vehicles.

“Thanks to this solution, customers can easily offer eco-driving or safety training sessions to perfectible drivers. But that is not all. Arval Active Link is also key to pushing the electrification conversion forward thanks to great insight on vehicles usage. It brings a fact-based approach to energy transition, which is, simply put, a game-changer for our customers. We aim to have 80% of our total fleet of vehicles connected in 2025. With already 400,000 today and exponential growth, we are in a very favourable position.”





Agnes Van de Walle
Arval Connect Director

SHARED MOBILITY

Showcasing the Arval Mobility Hub in Poland

Arval Poland has launched its Mobility Hub as part of Arval Beyond initiatives. With electric vehicles (cars and bikes) available for sharing, the project is designed to accelerate the shift towards sustainable mobility to a wider public. Located in front of Arval's offices, the hub is used as a showroom to celebrate future mobility concepts. First supporters of the solution? Our own Arval employees, currently testing the setup to help shape the ultimate solution for commercialisation in 2022.

ETHICS OF THE HIGHEST STANDARDS

Actions	Key Performance Indicators	2021 progress	2025 target	SDGs ⁽¹⁾
Strong sectorial policy	% of clients assessed according to <i>Know Your Customer</i> (KYC) guidelines	100%	100%	
Training on anti-corruption, anti-money laundering, sanctions and embargos	% of employees trained on anti-corruption, anti-money laundering, sanctions and embargos	100%*	98%	

(1) SDG N°13: Climate action – SDG N°16: Peace, Justice and strong institutions
* Training scope: all full time employees present during the training period

INTEGRITY

Higher responsibilities, higher business standards

In a rapidly transforming international company, it is vital to continue building trust with all our stakeholders at every level. So, to reflect our values, wherever we operate, we apply the most rigorous standards for ethics and compliance. We strive to empower our employees through a comprehensive training policy on anti-corruption, anti-money laundering, sanctions and embargos. Already 90% have been trained: our ambition is to reach an extra 8% within the next three years.

For more details, please visit our dedicated webpage <https://group.bnpparibas/en/financing-investment-policies>


CODE OF CONDUCT

Stronger sectorial policies

As part of BNP Paribas, Arval is committed to driving positive change on the foundations of professional expertise and integrity. That is why we are determined to set out strong sectorial policies beyond strict compliance with laws and regulations. Our Code of Conduct, shared among all BNP Paribas entities, reflects this ambition. It defines the rules which govern all our actions, consistent with our core values. Also, as it takes two to do responsible business, we are committed to assessing our customers through our Know Your Customer (KYC) guidelines. This dialogue enables us to form an accountable business ecosystem, indispensable to satisfying our customers and societal-driven purpose.



INCLUDING RESPONSIBLE SOURCING IN OUR CONTRACTS WITH SUPPLIERS

Actions	Key Performance Indicators	2021 progress	2025 target	SDGs ⁽¹⁾
CSR clauses integrated into all new contracts	% of new suppliers' contracts signed containing CSR clauses	100% in France, Italy, Spain, UK	100%	
Integration of CSR criteria into tender processes	% of suppliers scored on CSR during the tender	75% in France, Italy, Spain, UK	100%	
Arval current preferred suppliers assessed according to CSR criteria	% of current preferred suppliers assessed according to CSR criteria	16%	100%	

(1) SDG N°12: Responsible consumption and production

PARTNERSHIPS

Sourcing with a purpose

We wish to make our journey towards sustainable mobility with suppliers with whom we share common values and expectations. For that, our responsible purchasing programme includes a comprehensive Supplier CSR Charter and in-depth supplier assessment according to CSR criteria.

ANTI CORRUPTION

Zero tolerance commitment towards corruption

To follow its zero tolerance commitment towards corruption, Arval has developed a large array of solutions to minimise the risks, within and beyond its walls. Risk management, in-depth financial control, training and targeted onboarding, and surveillance of suppliers are the cornerstones of our approach.

CIRCULAR ECONOMY

At Arval, our mission goes beyond providing sustainable mobility solutions to our customers. In 2021, a team of 5 Arval talents from 5 countries was assigned a sustainable project linked to the circular economy. The talents worked on optimising an internal process aimed at promoting the reparation of windshields rather than completely replacing them when possible, and reducing waste while maintaining high customer satisfaction. Following their project proposal, a programme lead by the Arval Global Operations team was launched to increase the number of repaired windshields today from 10% to 25% by 2025. Other circular economy projects are ongoing in different Arval markets, with the 3Rs as their main goal: Reduce, Reuse, Recycle.



The past year has brought its share of challenges, especially with the implementation of remote working. Once again, at Arval, our people proved their adaptability. Our 7,500 employees are at the forefront of Arval's transformation. In all our markets, we strive to bring life to our ambition of becoming a trusted sustainable mobility partner. Our responsibility as an international company is to provide our employees with the best working environment possible, make equality in the workplace a gold standard, and inspire exciting career paths. Yes, a great purpose implies teaming working with our committed teams all around the world.

PILLAR 2

OUR PEOPLE

DEVELOPING AND ENGAGING OUR PEOPLE RESPONSIBLY



PROMOTE DIVERSITY, INCLUSION AND SUSTAINABILITY IN THE WORKPLACE

Actions	Key Performance Indicators	2021 progress	2025 target	SDGs ⁽¹⁾
Women in Action – Programme for future Women Leaders	% of women in Senior Manager positions (SMP) % of women in Local ExCos	19% 30%	25% 40%	
Disability Commitment	% of entities* with at least 1 commitment on disability*	85%	100%	

(1) SDG N°5: Gender equality / SDG N°10: Reduced inequalities
* Entities with over 100 employees



Amélie Drabowicz-Chaillos
Arval Diversity & Inclusion Manager

“Many customers value our diversity commitments, and it conveys a clear and inspiring message to our employees worldwide.”

DIVERSITY AND INCLUSION

Action speaks louder than words

You oversee the new Diversity and Inclusion department at international level. What does it mean for Arval?

Amélie Drabowicz-Chaillos: Diversity, equality of opportunity and inclusion are essential drivers of our Arval Beyond strategy. Creating a dedicated department is our natural path, not only to foster a progressive culture but to make sure everyone gets on board as part of a common ambition. Many initiatives and local programmes already exist, but it is essential to create synergies between the teams, geographies, and managers at the international level. Many customers value our diversity commitments, and it conveys a clear and inspiring message to our employees worldwide.

How do you measure progress on these questions?

A D C: Firstly, we wish to see our top local managers make bold decisions. Our in-house surveys already show our employees' positive response to initiatives addressing gender equality, LGBT+ inclusion, ethnic diversity, etc. Because everything we do is transformative. Our Women in Action programme is a prime example. Set up at corporate to encourage women into more senior positions, it is being rolled out in many countries such as Turkey, where truly inspiring events are regularly organised to accelerate positive change. At Arval Brazil, nearly all employees have benefited from a training programme focussing on diversity and inclusion to inspire adequate and positive behaviours at work. The more we do, the better. But it is the feedback from our teams that remains our primary key performance indicator!

// FOCUS

GENDER EQUALITY

Making equality visible

Arval's 17 Executive Committee Members and 15 Executive Managers in France have signed the **#NeverWithoutHer (#JamaisSansElles)** charter, joining the hundred or so signatories in the BNP Paribas Group in more than 14 countries worldwide. This charter ensures a better representation of women in public and media events: each signatory member voluntarily now commits to no longer participate in an external event with more than three speakers without the presence of a woman. Arval Germany has taken the Group's commitment as an opportunity to set up a dedicated task force to promote gender diversity and equality further.

**jamais
sans
elles**

Could you highlight an achievement that you are particularly proud of?

A D C: Even by collaborating remotely this year, we have developed a personal development programme from A to Z for our Women in Action initiative. Even better, our participants have created their own community to share their experiences, recommendations, and questions. When such a network is developed by and for its members, it shows how much it means to them. It energises me to go further and connect with more people at Arval. Seeing our Women In Action programme launched in other countries shows how relevant and powerful this programme is.

/// FOCUS

In-house networks that make a difference

At Arval, employee networks are encouraged and supported to raise awareness on specific topics, innovate together and share best practices.

AFRINITY, created to share common affinities with the African continent.

ALL ABROAD, created to facilitate the inclusion and daily life of international employees in the Parisian area.

ABILITY, a thriving network created to facilitate

cooperation, emulation and solidarity around the topic of disability in the workplace and private life.

HAPPY MEN, created for men to reflect on new managerial practices, on professional equality and work-life balance.


MIXCITY, a BNP Paribas association and network aimed at promoting gender equality in the workplace – not strictly for women. Men have been welcome to join since 2018!

PRIDE, created to support the BNP Paribas LGBTQ+ community and its allies in the workplace.

Best practice made in Arval Italy

The Inclusion Job Day is a yearly event dedicated to connecting candidates with disabilities with job offers at Arval. This online initiative, organised with external partners, helps Arval Italy make sure job opportunities are visible and accessible to all.

BE A GOOD PLACE TO WORK WITH RESPONSIBLE EMPLOYMENT MANAGEMENT

Actions	Key Performance Indicators	2021 progress	2025 target	SDGs ⁽¹⁾
Pulse Survey	Net Promoter Employee (NPE)	23	20	

(1) SDG N°8: Decent work and economic growth

PEOPLE ENGAGEMENT

Empowering our employees to make a difference

As Arval is undergoing profound changes linked to technological, environmental and societal transformations, our activities are more often subject to increasingly demanding regulations. To meet these higher standards, we are determined to improve employees' experience and awareness. That is why BNP Paribas is rolling-out mandatory training for all our employees focusing on the Group's Code of Conduct. By completing this training, each employee is in line with the Group's values and can contribute to the collective responsibility of Arval.



FOCUS

EMPLOYEE SURVEY

Arval Pulse, closer to our employees' expectations

Arval Pulse is our employee survey conducted three times each year. Its purpose is to evaluate how engaged our employees feel and how likely they would be to recommend Arval as a great place to work. The NPE (Net Promoter Employee) is one of our most scrutinised in-house performance indicators, simply because we know that our ambition cannot be fulfilled without our teams feeling committed, empowered and valued.

This year again, we are glad to see how in-line our employees are with our ambition. Our efforts to provide an inspiring workplace and foster quality management are recognised. In Spain, Arval employees are even encouraged to directly evaluate their managers, based on the five pillars of our in-house You Drive leadership model.



FOCUS

NEW WORKING ENVIRONMENTS

Enhancing remote working conditions


Since November 2021, Arval France employees have benefited from an updated remote working policy in line with an agreement signed by the BNP Paribas Group. It states that remote working is now an established collaborative model. Authorised working conditions, financial support and planning have been reviewed. Also, in several of our countries, equipment is made available to employees for greater comfort. Remote working is on many agendas. In The Netherlands, all managers have joined the remote leadership training programme to adapt and support their teams working from home better.

WELLBEING AT WORK

Global ambition, local actions

At Arval, we are committed to giving everyone the resources needed to bring forward new ideas. That is why we believe that well-being at work is fundamental to delivering tomorrow's mobility challenges. For instance, Arval Belgium organises a yearly wellbeing week. During these few days, different activities are planned for employees, from team runs/walks during lunch time to breathing technique and ergonomic classes. Several similar projects can be found in our various markets making wellbeing an integral part of our responsible employer promise. In Switzerland, Arval is certified Great Place to Work for the first time, ranked 5th best nationwide in the medium workplace category.

BE A LEARNING COMPANY SUPPORTING DYNAMIC CAREER MANAGEMENT

Actions	Key Performance Indicators	2021 progress	2025 target	SDGs ⁽¹⁾
Training overall	% of employees reporting having been trained (any format, including e-learning) over the past 12 months (excluding BNP Paribas compulsory training)	98.7%	98%	
Dynamic career management	% of employees having received formal feedback from their management (annual appraisal, career review, continuous feedback)	97.9%	100%	

(1) SDG N°8: Decent work and economic growth

2 PROGRAMMES FOR ARVAL TALENTS

Arval talent care programme

Launched in 2018, the Arval Talent Care Programme supports 40 employees per year from all around the world to accelerate their development through hands-on experience, collaboration and mentoring. This programme is all about “going beyond”! Participants tackle the real-world challenges we, at Arval, are facing. Participants are organised into different groups, with a mix of gender, nationalities, and early to advanced careers and positions. Each group is entrusted with a project of strategic importance to the company.

Their mission? Provide great solutions and proof of concept to help us move forward. The programme is also an important asset in terms of employer image and a key part of our approach to investing in employees.

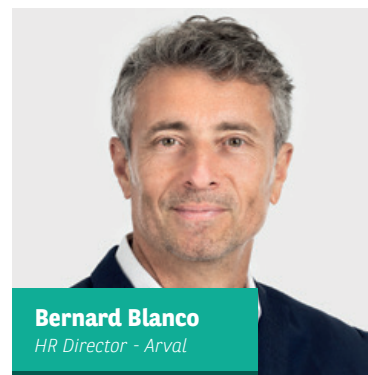
Leaders for tomorrow

Sponsored by BNP Paribas & aiming at supporting its transformation through a proactive preparation of its future leaders. Offering a wide range of learning & development opportunities.

GROWING WITH US IS GREAT

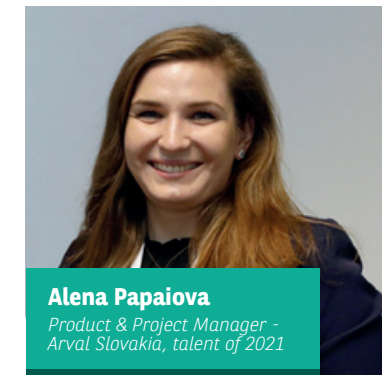
Cherishing our talents

Not only are we a business with a global presence, but we are also a member of the BNP Paribas family. That's why our career opportunities are endless. We are passionate about our People fulfilling their potential and offer opportunities to work in many different countries. Taking part in our talent programmes and evolving their skills through our many learning and development initiatives - all given to them by our digital learning strategy.



Bernard Blanco
HR Director - Arval

“Arval Talent Care Programme is not a destination in itself; rather, it is a team experience, a way to develop individually and as a company.”



Alena Papaiova
Product & Project Manager -
Arval Slovakia, talent of 2021

“It was an amazing opportunity for me to meet new people, find out how things work in other countries and place myself outside of my comfort zone. It was a great experience. If you have the opportunity, don't hesitate, take a chance and show what you are capable of!”

“The 2021 Arval Talent Care Programme was everything I thought it would be...and more! The format of the entire programme was first class. Having members of the Senior Management Team as mentors and the opportunity to work with colleagues on immersive and relevant projects was a truly memorable experience that allowed me to create lifelong friends whilst also having fun!”



Harnam Singh Nijjar
Sales - Arval UK, talent of 2021

LEARNING

Training at the heart of our operational culture

At Arval, developing great training programmes is part of what Arval Beyond is all about. In all our market, we help our employees to grow individually and empower them to contribute more to our collective ambitions. Face-to-face, online, on-demand, compulsory or optional, live sessions, games, quizzes, all forms of training are integral parts of our employees' professional journeys at Arval. Training combined with seamless dialogue between teams and managers is the cornerstone of our collective transformation.




Responding to global challenges is critically important and is one of the key purposes of the United Nations' Sustainable Development Goals. We at Arval believe that our ability to make a positive impact goes beyond our commercial relationships. Our ambition is to drive the sustainable mobility transformation while acting as a global and local contributor to society. That is why we want to share our know-how through studies and publications, contribute to safer driving and support philanthropic initiatives by offering our time and resources.

PILLAR 3

THE COMMUNITY

BEING A POSITIVE AGENT FOR CHANGE

INFLUENCING AND ACTING FOR DRIVER SAFETY

Actions	Key Performance Indicators	2021 progress	2025 target	SDGs ⁽¹⁾
Arval countries offering eco-safety driver trainings	Number of Arval countries offering eco-safety driver trainings	10 countries (33%)	30 countries (100%)	  
Developing specific insurance pack for vehicles equipped with ADAS* features	Decrease % of liable accidents, thanks to ADAS and Driver training	- 22%	- 10%	

(1) SDG N°3: Good health and well-being / SDG N°9: Industry, innovation and infrastructure / SDG N°11: Sustainable cities and communities



Robert Antczak
General Manager
Arval Poland

“The concept of sustainability is the cornerstone of the transformation of our business model, globally and locally.”

DRIVER SAFETY

Smart mobility means safer mobility

How does Arval Poland foster a shared sustainability culture?

Robert Antczak: *The concept of sustainability is the cornerstone of the transformation of our business model, globally and locally. What has really accelerated this mindset change is our ability to show what we are doing, how effective our solutions are. We are now capable in our commercial approach to show that sustainable mobility not only works perfectly but brings value to everyone involved. This enables us to build new partnerships with customers, tech partners and public authorities.*

What has changed in your relationship with customers?

RA: *We believe that a change in mobility implies a change of lifestyle. That is why we let our customers test our solutions longer. It helps users truly experience all the benefits and adapt for the better. Our teams are also determined to make swift enhancements – when needed – to ensure all the challenges are somehow mitigated.*

How is Arval Poland committed to supporting driver safety?

RA: *The key to seriously tackling this issue is to address drivers by delivering the right tools to fleet managers (training, apps, onboard technology, etc.) and making driver safety a valuable performance indicator for our customers. That is why we increasingly set up incentives such as insurance premiums to fully encourage companies to embark on this issue. As with all responsibility matters, it is vital to show that corporate responsibility generates advantages and value. And it is working. I am proud to see Arval becoming a trusted mobility partner in Poland. It is proof of our societal role regarding mobility.*





Robert Antczak received on behalf of Arval Poland the award for the **Company of the Year** in the Road Safety Partner competition organised by the Polish Road Safety Organisation (Stowarzyszenie Partnerstwo dla Bezpieczeństwa Drogowego).

Driver Safety, a global commitment

Many of our markets strive to contribute to safer driving. Arval Belgium, for instance, offers the Arval Driving Excellence programme to all its customers. Its training modules and workshops are designed to create a lasting change in attitude among drivers. With more eco-aware and safety-conscious driving, accidents have decreased, and fleet managers have noted a gain in fleet efficiency.

SUPPORTING R&D* FOR THE FUTURE OF SUSTAINABLE MOBILITY

Actions	Key Performance Indicators	2021 progress	2025 target	SDGs ⁽¹⁾
Providing our stakeholders with Insights on mobility patterns – Arval Mobility Observatory (AMO)	Number of e-books published by AMO worldwide	7	8	
	Awareness: Number of participants in webinars and presentations worldwide	600	800	

(1) SDG N°9: Industry, innovation and infrastructure / SDG N°11: Sustainable cities and communities

ARVAL MOBILITY OBSERVATORY Recording and forecasting mobility trends

The Arval Mobility Observatory is widely recognised as one of the leading prospective information exchange platforms in the fleet and mobility sector. Its purpose is to provide accurate information to share with all kinds of audiences, helping them understand the disruptive mobility paradigm we are currently witnessing (and influencing!). This Think Tank contributes to supporting our stakeholders to find their

way through the jungle of innovative, alternative and integrated mobility solutions available and emerging. Each year, we share an international fleet barometer highlighting technological and behavioural trends that shape the mobility of tomorrow.

How does the barometer work?

For this independent survey, 5,200 Fleet Managers were interviewed in 20 countries mostly located in Europe, but also including Russia, Turkey and Brazil.



Yaël Bennathan
Head of Arval Mobility Observatory

“This major global survey confirms the trends observed over the past three years towards a growing interest in electrified vehicles and alternative mobility solutions. The current pandemic encourages fleet managers to offer their employees ever more sustainable and flexible solutions.”

FOCUS

Outcomes of the Arval Mobility Observatory Barometer 2021.

This new edition shows how the Covid-19 crisis has accelerated several pre-existing trends, primarily regarding the introduction of mobility alternatives and the energy transition.

THIS YEAR, FOUR MAIN TRENDS STAND OUT: The shift towards electrified vehicles is accelerating at a global level.

Across all companies surveyed, 70% of companies have already implemented or are considering implementing at least one of the following technologies within the next three years: hybrid vehicles (HEVs), plug-in hybrids (PHEVs) and battery electric vehicles (BEVs). This trend is mainly related to a desire to have a lower environmental impact, reduce fuel expenses, and improve company image.

Alternative mobility solutions are becoming the new normal.

71% of companies have already implemented alternative mobility solutions for their employees. 85 % of companies have already implemented or are considering implementing at least one of them within the next three years.

Operational leasing remains a driving force.

Operational leasing still has a bright future. Nearly 61% of companies say they intend to develop it in the next three years.

Connectivity is high on the agenda.

58% of companies have connected vehicles within their fleets. The main reasons to opt for connected vehicles are to locate vehicles or improve vehicle security, to reduce fleet costs, improve efficiency and driver safety.

INNOVATION






Experimenting with autonomous shuttles in Greater Paris

Named EVAA, Arval unveiled in January 2021 two of the first driverless private shuttles designed to operate on an open road. These two autonomous, electric vehicles fully embody the power of cooperation between public and private partners. These high-tech shuttles help our employees commute between the local train station and Arval's head office. This is the future!

Want to know more about the future of mobility?
Please check out the Arval Mobility Observatory
Fleet and Mobility Barometer 2021:

<https://mobility-observatory.arval.com/the-arval-mobility-observatory-publishes-its-mobility-and-fleet-barometer-2021>

SUSTAIN CORPORATE PHILANTHROPY ACTIONS RELATED TO OUR CORE BUSINESS

Actions	KPIs	2021 progress	2025 target	SDGs ⁽¹⁾
Solidarity projects	Donations or equivalent in euros	375,677 €	250,000 €	  
Solidarity hours performed by employees	Number of paid solidarity hours performed by employees	14,886 hours (for both 2020 & 2021)	30,000 hours	 

(1) SDG N°1: No Poverty / SDG N°2: Zero hunger / SDG N°4: Quality education / SDG N°15: Life on land / SDG N°17: Partnerships for the goals

Philanthropy actions at the heart of our CSR strategy

As part of our commitment at Arval CSR and the achievement of the UN Sustainable Development Goals BNP Paribas has developed a philanthropy policy, embedded in our CSR strategy. The primary purpose of the policy is to define and establish governing principles for the Philanthropy activities at Arval and its employees in all its markets.

At Arval, there are three types of donations:



MONEY

(corporate fundraising, etc.)



ITEMS

(donation or free lending of cars, equipment, etc.)



TIME

(Volunteering hours – 1MillionHours2Help)

All donations need to be in line with one or more of the four identified themes below:



ACCELERATING

the energy transition and fostering the preservation of biodiversity



PROMOTING

the social inclusion of young people



IMPROVING

local communities where we are located



SUPPORTING

social entrepreneurship initiatives



VOLUNTEERING

1MILLIONHOURS2HELP, a global project

In September 2018, BNP Paribas signed an agreement on **Fundamental Rights and Global Social Framework**, which promotes fundamental rights for employees and establishes a common social framework for employees in all 68 countries. As part of this agreement, the Group undertook to contribute to more sustainable and equitable growth, with the aim of reaching a total volume of 1 million paid solidarity hours at Group level.

At Arval we are determined to play our part. Our aim is to achieve **30,000 volunteering hours by 2025**.

The programme addresses all Arval entities and applies to all full-time employees as per local country definition. It can be extended to part-time employees and temporary contracts upon management approval, especially for teams' actions. Each eligible employee can give up to two days of volunteering time depending on the local agreement. Volunteering hours can be done either individually or in teams.



ARVAL EMPLOYEES IN ACTION

After the floods that affected **BELGIUM** in 2021, Arval employees offered their time to help clean the rivers in collaboration with **RiverCleanUp** in the Wallonie region as part of the programme.

IN CHILE

As part of the newly launched 1MH2H programme, Arval employees helped collect food for two organisations: **"Nuestra Señora de la Candelaria"**, a home for the elderly (in Copiapó city) and the **"Comunidad La Casa" foundation**, (in Santiago).

IN DENMARK

Arval employees spent their solidarity hours donating blood, participating in **the World Clean-Up Day**, being jury members in a local court and helping young people with addictions.



FRANCE

IN FRANCE

Arval uses a dedicated volunteering tool named Microdon, which includes a catalogue of missions that employees can participate in. The list includes several associations such as **L'Armée du Salut, Mon Epicerie Solidaire, La Cravate Soldiaire**, Mentoring missions and many more.

IN GERMANY

Arval employees regularly volunteer with **"JOBLINGE e.V."**, a German non-profit organisation committed to combating youth unemployment. As part of the corporate **volunteering programme**, employees monitor youth or conduct financial education workshops.

IN MOROCCO

Arval selected three associations to deploy the BNP Paribas philanthropy project: **SOS Village d'enfants, Jood and INSAF**. They have responded enthusiastically to this partnership request and are ready to welcome Arval employees as part of this initiative.

IN THE NETHERLANDS

In March, 38 Arval employees joined **the Landelijke Opschoondag'** (Clean-up day in NL). Many Arval family members and children spontaneously joined in. In September, Arval employees participated in cleaning the forest in Loenen, with our **partner Natuurmonumenten**.

IN RUSSIA

Arval employees donated unused clothes and shoes in partnership with **"The second Breath" foundation** in June 2021. In total, 77 kilos were collected. Half of which was redistributed to people in need and the other half recycled.

IN SPAIN

Arval employees participated in volunteering activities, organised by our partner Volvo and BNP Paribas Personal Finance. The actions involved cleaning the beach in Barcelona and the swamp in Madrid in partnership with **the Foundation "Ecomar"**.

IN SWITZERLAND

Arval employees supported several institutions such as an animal shelter farm and different activities for children during the holidays. The volunteers also helped rebuild a kids playground and helped out at a children's festival.

IN THE UK

Arval employees have given their time to help spruce up the garden at **Prospect Hospice**, giving patients and visitors a tranquil place to sit and admire. Arval employees in the UK have also donated their time to associations such as **Making the Leap, Caen Hill Countryside Farm Projects, Inner Flame, St Ann's Hospice, Bradon Forest** and many more.



DENMARK



SPAIN



SWITZERLAND

2021

IN 49 cars we donated/lent in total, in **BELGIUM, CZECH REPUBLIC, GREECE, ITALY, MOROCCO, SLOVAKIA**, for various local associations.

More than 375,000 € donated in 17 Arval countries to local associations in 2021.

We want to seize this opportunity to thank our teams – everywhere – for their inspirational commitment, all year round.

"My commitment is based on my desire to be of service and to help people in difficulty. It is a great way to enrich yourself on a human level and give meaning to personal citizen action. This commitment will also allow me to work on a cause that genuinely improves things. In other words, it's a fantastic way to fulfil yourself while helping others."



Bernard Lallemand
Arval International Key
Accounts Director




Environmental topics are becoming ever more important across the players of the industry and it raises new issues. As Arval contributes to tackling climate change, we see how much our efforts are supported by our stakeholders and how increasingly interlinked our commitments are. This encourages us to challenge our daily actions and make a stand within our sphere of influence to accelerate innovation, trigger cooperation between public and private organisations, and bring life to our vision of sustainable and inclusive mobility.

PILLAR 4

THE ENVIRONMENT

COMBATting CLIMATE CHANGE

PARTNERING WITH OUR CLIENTS IN THE TRANSITION TO LOW-CARBON MOBILITY

Actions	KPIs	2021 progress	2025 target	SDGs ⁽¹⁾
"Electrified**" vehicles share in our leased fleet	Number of "Electrified" vehicles leased	205,107	700,000	  
Reducing CO ₂ of our leased fleet	% of the average reduction vs Jan. 1st 2020	- 7.8% between end of Dec. 2020 and end of Dec. 2021 average CO2 reduction per vehicle per km	- 35%** vs Jan. 1st 2020 average CO2 reduction per vehicle per km	
Green Energy management and retail (including Vehicle to Grid)	% of "Electrified" vehicles connected to Vehicle to Grid (V2G) ecosystem	-	10%	

(1) SDG N°7: Affordable and clean energy / SDG N°12: Responsible consumption and production / SDG N°13: Climate action

* Electric, hybrid and hydrogen

** Average emissions of CO₂ are calculated as a weighted average of the Arval entities' fleet (Passenger cars and LCVs). In a context of regulation change (NEDC, WLTP), the CO₂ emissions will be adjusted to the WLTP, making use of the results of a NEDC-WLTP correlation internal study, to ensure comparable stringency. The calculations are made starting January 1st 2020 vs December 2025.



Zoe Maitland
Head of CSR - Arval UK

What are your highlights regarding Arval UK's push towards a low-carbon mobility?

Zoe Maitland: There is so much to be proud of this year here at Arval UK. We have done a lot to align ourselves with our company purpose, notably by creating a framework to embed sustainable and responsible behaviours across our market. We have also introduced customer-focused initiatives to help

"We believe that Hydrogen alongside electric vehicles can play an important role for fleets in the future, especially where commercial vehicles are needed"

support and educate clients on their transition to low carbon mobility. Greater understanding and innovation are integral to our customer offering. Because we believe that organisations across the UK are ready to make the switch. But to do so, they need all our support to make change as easy and seamless as possible. Also, their appetite for evidence based performance indicators encourages us to raise our standards and deliver tailored and actionable data on which they can make informed decisions.

The COP26 was also a key moment in your agenda this year. How was Arval UK involved?

Z M: The conference itself is massively important to us as a sustainable and responsible company. With the summit being in the UK, we have been actively promoting the event as part of the wider BNP Paribas engagement. COP26 provides a perfect platform to support a conversation within businesses about the strategic transition to electric and zero-emission vehicles in fleets of all sizes across the country. We have undertaken a regular series of external and internal communications to our Journey Makers (our UK employees), keeping them updated on our initiatives prior to the event. These include, amongst others, speaking at events such as the net-zero carbon tour; our General Manager addressing

a parliamentary reception about electrification, and panel presence at a significant industry event that addressed both sustainable mobility and COP26. We have also hosted a session for all BNP Paribas entities on electrification. We are determined to keep the momentum going post-COP 26!

Arval UK is involved in Hydrogen programmes, can you say more?

Z M: We're acting as a pioneer within the Arval Group to support the uptake of a clean and exciting vehicle technology that is gaining momentum. We believe that hydrogen can play an important role for fleets in the future, especially where vans are in operation. That's why we're really proud to have been an early adopter, having worked with fuel-cell technology for many years. We were one of the founding members of the Hydrogen Hub, which helped increase visibility and awareness of hydrogen vehicles locally.

///

"Our clients tell us they are moving forward with their CO2 reduction plans, regardless of the crisis. As their mobility partner, we will do anything to support them in the transition – for instance, by publishing researches, whitepapers to remove obstacles to EV adoption. And also showing how we can support especially through our SMaRT* approach."



Shams-Dine El Mouden
Arval International Consulting Director

/// TREND

FAST FORWARD TO ELECTRIFICATION

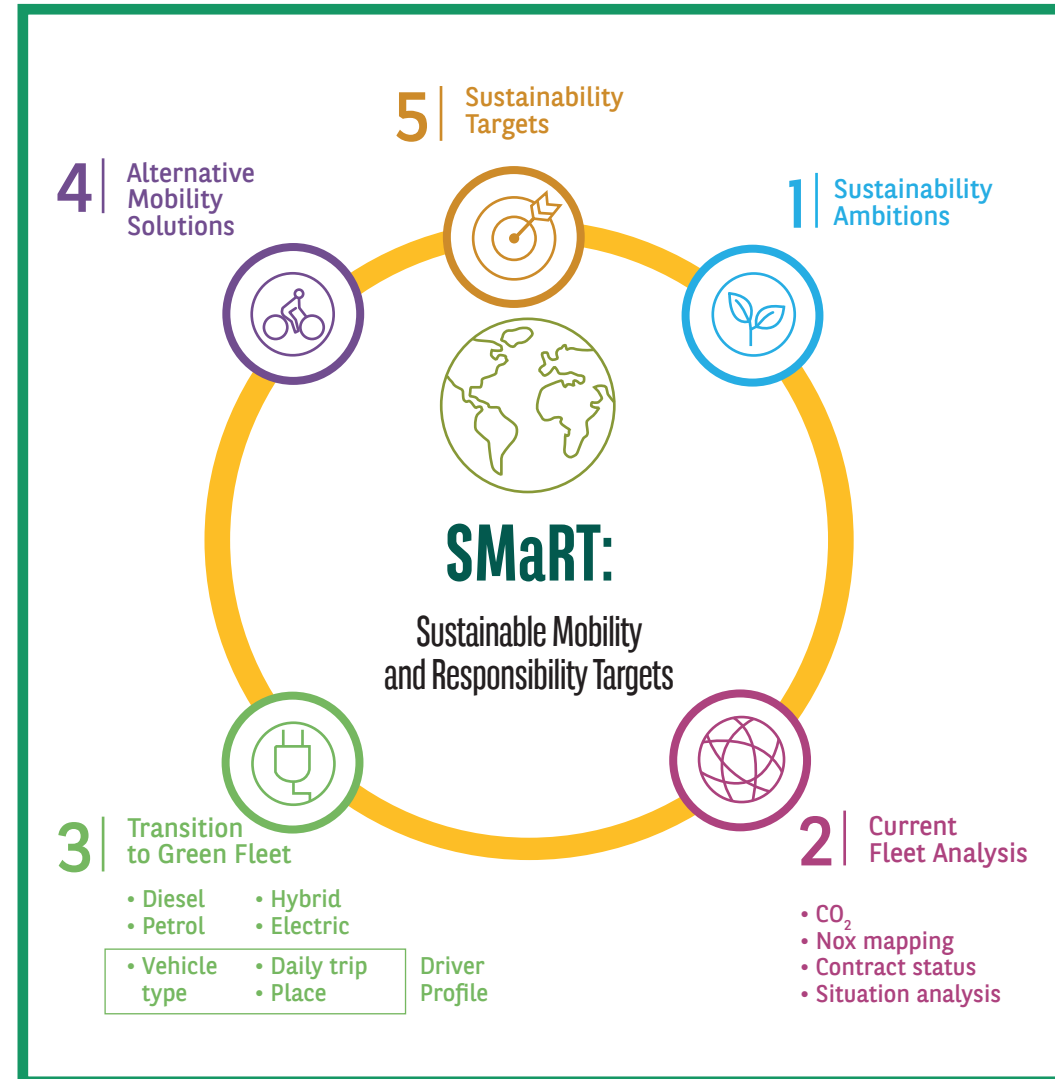
With the European Union proposing a zero-emissions target for new cars by 2035, there is an effective ban on the sale of new petrol and diesel cars from 2035, Arval is making strides to anticipate the global change of paradigm in Europe, and more and more customers are on board with the idea. Why? Because combustion engines must comply with ever stricter emission standards, while battery cell prices are decreasing. **Shams-Dine El Mouden**, Arval International Consulting Director explains:

* Sustainable Mobility and Responsibility Targets

SUSTAINABLE MOBILITY AND RESPONSIBILITY TARGETS (SMaRT)

Beyond reduction, climate contribution!

Arval and ClimateSeed have teamed up to enhance the SMaRT approach offering. By integrating ClimateSeed into our solution, we enable our customers to go beyond measurement and reduction efforts. Through climate contributions, they account for their residual emissions and have direct environmental and social impacts. It is the new 5th step of our SMaRT approach!






ARVAL SMaRT APPROACH TO SUPPORT CLIENTS IN THEIR ENERGY TRANSITION STRATEGY

- 1 | Sustainability Ambitions**
Help shape a vision, starting from an assessment on the present company car policy attributes.
- 2 | Current Fleet Analysis**
Explore the fleet on key performance indicators giving insights in the "As Is" situation.
- 3 | Transition to Green Fleet**
Identify contracts that can be shifted to greener powertrains thanks to detailed driver profiling.
- 4 | Alternative Mobility Solutions**
Integrate alternative mobility solutions
- 5 | Sustainability Targets**
Performance review and carbon compensation through ClimateSeed.



REDUCING THE ENVIRONMENTAL IMPACT OF OUR OPERATIONS

Actions	KPIs	2021 progress	2025 target	SDGs ⁽¹⁾
"Electrified" vehicles share in Arval own fleet / ExCos	% of countries with 100% "Electrified" own fleet / ExCo	68%	100%	  
0g CO ₂ emissions of Arval own operations. By reducing and fully offsetting all the CO ₂ emissions of Arval own operations (combustion of fossil fuel, electricity in own buildings, professional travels).	Number of grams of CO ₂ , achieved after carbon compensation	0g CO ₂ *	0g CO ₂ *	
Paperless company: reducing paper consumption per employee (kg/employee)	Number of kilograms per employee and % of decrease	9kg/FTE	11.5kg/employee	

* Since 2017 BNP Paribas is reducing as much as possible its direct impact in order to decrease its carbon footprint and is offsetting its residual GHG emissions.

(1) SDG N°12: Responsible consumption and production / SDG N°13: Climate action / SDG N°15: Life on land

ELECTRIFICATION

Our future is electric

In 2020, at the launch of our new strategic plan, we set ourselves the goal of leasing 500,000 electrified vehicles (hybrid and electric) by the end of 2025. With the health crisis, the increase of mobility and climate awareness, individuals as well as companies are more and more convinced of the importance to initiate the energy transition. Arval has historically positioned itself as a committed player in this transition by adopting an ambitious CSR strategy. Our company provides its customers with tools, products and services to help them transform their mobility and support them in their energy transition.

To take this ambition even further, Arval is now revising its objective, from 500,000 to 700,000 electrified vehicles by 2025, meaning more than one third of its total leased fleet** across all markets.

** Arval entities' fleet (Passenger cars and LCVs) at end of 2025



Alain van Groenendael
Chairman and CEO of Arval

"The next few years' challenge remains the ramping up of the infrastructure and recharging network for electrified vehicles, the expansion of the range of this type of vehicle, and of course their availability. However, we are convinced that the change in mentality - key in the adoption of electrified vehicles - has been made, and we are determined to play our role as an advocate of electrified mobility"

RESPONSIBLE OPERATIONS

Arval Beyond implies responsibility within

Arval monitors its environmental footprint closely and takes action to reduce it in as many ways as possible. Our commitment to the environment has been recognised with ISO 14001 certifications in 14 countries. This commitment is expressed through the ISO 14001 Environmental Management System (EMS) and other environmental initiatives. Also, our company promotes in-house best practices in all our markets.

"Several initiatives within Arval UK have seen us significantly reduce our impact on the environment over the past few years including reduced energy use, 100% renewable energy in all of our offices, removal of all single-use plastics and switching to 100% recycled paper. We are currently focused on the goal of becoming a 'zero paper' company in the future. The pandemic has shown us we can manage without paper in many situations, so we are actively promoting a 'Think before you Print' campaign whilst also working closely with our operational teams to reduce the volume of paper coming into our business from our suppliers."



Zoe Maitland
Head of CSR - Arval UK

RECYCLING

Arval France teams up with Optimum

Thanks to the Optimum program, launched to reduce the environmental impact of textile floorings by a national professional federation, Arval managed to recycle 100% of its used carpet flooring collected during the renovation of My Arval City. Thanks to this clever initiative, more than 5,720kg of material have been recycled (representing the weight of 6 small cars).

ADVANCE AWARENESS AND SHARING OF BEST ENVIRONMENTAL PRACTICES

Actions	Key Performance Indicators	2021 progress	2025 target	SDGs ⁽¹⁾
Employee awareness	Pulse "I believe Arval is an environmentally responsible company"	87%	90%	13 CLIMATE ACTION
Sharing of CSR communication in-house, and externally	Share in % of CSR communication (internal, social media and press)	36.5%	60%	

(1) SDG N°13: Climate action

CORPORATE CULTURE

Encouraging an employee-led transformation

We want everyone at Arval to be part of our responsibility journey. Therefore, we ensure that our responsibility ambitions are backed up by comprehensive trainings, engaging programmes, relevant management, and inspiring initiatives. This is essential to make our people the best ambassadors of the mobility we want to support. We believe it works. In 2021, 87%* of our employees declared that they consider Arval as an environmentally responsible company (vs 82% in 2019).

* Pulse Survey 2021



BIODIVERSITY

Initiatives for the planet that bring us together

To further our environmental commitment, we partnered with ReforestAction in 2021 to launch our first international biodiversity project. The objective? To plant one tree for every leased electrified (electric & hybrid) vehicle in the eight biggest Arval countries (Belgium, France, Germany, Italy, Poland, Spain, The Netherlands and UK). In 2021 we planted more than 90,000 trees in 15 forests in Europe.

In 2022, the remaining Arval countries will join the 1 Electrified Vehicle 1 Tree project, which will allow us to plant 700.000 trees by 2025. Let's do this together!

Follow our biodiversity project here
www.reforestaction.com/en/arval-bnp-paribas

Taking a closer look to the 1 Electrified Vehicle 1 Tree project at Arval Poland

Thanks to the Arval 1 Electrified Vehicle 1 Tree project, the Arval Poland team decided to spend one of the last warm days of 2021 in the open air, doing good for the planet. Arval's cooperation with ReforestAction led the employees to plant oak trees in Lipusz, in Northern Poland. The

hurricane of the century devastated the forest there, and work is continuously in progress to rebuild the ecosystem. 25 Arval employees joined the initiative, as part of the volunteering programme 1 Million Hours 2 Help, including the General Manager of Arval Poland, Robert Antczak.



Antoine Sire
Head of Company
Engagement, BNP Paribas

ONBOARD WITH THE NET-ZERO BANKING ALLIANCE

"To keep global warming under 1.5°C at the end of this century, we need to have a net-zero economy by 2050. Through the Net-Zero Banking Alliance, we are part of the banks that commit to rapidly taking all the steps necessary to reach this objective. Banks can make a positive impact by supporting committed companies and channeling financial flows to projects that contribute to the net-zero target. Our 2022-2025 sustainable plan is dedicated to this vision. And Arval's contribution is essential. As Arval owns 1.4 million vehicles, the company is extremely well-positioned to be a champion of sustainable mobility. It is absolutely essential to understand that the energy transition is also a transition of the way people use vehicles. And Arval can definitely drive this transformation."

What is the Net-Zero Banking Alliance (NZBA)?

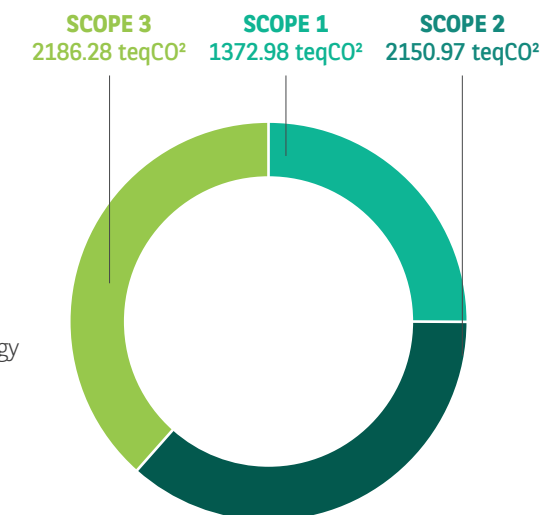
The Net-Zero Banking Alliance is an UN-convened alliance that brings together over 45 banks from 24 countries with over US\$29 trillion in assets, which are committed to aligning their lending and investment portfolios with net-zero emissions by 2050 in line with the report from IPCC. Combining near-term action with accountability, the commitment sees banks setting an intermediate target for 2030 or sooner, using robust, science-based guidelines. Arval and BNP Paribas joined the Alliance in 2021.

Arval is engaged in reducing GHG emissions linked to its own operations (electricity used for Arval buildings, heating and business travel). Overall GHG emissions linked to its own operations was reduced by 52,2% per employee between 2017 and 2021.

OPERATIONAL SCOPE OF ARVAL GHG EMISSIONS

Breakdown of GHG emissions by type in TEQCO₂

- SCOPE 1:** Direct emissions from owned or controlled sources
- SCOPE 2:** Indirect emissions from the generation of purchased energy
- SCOPE 3:** Indirect emissions associated with employees' business travel



Source : Enablon GHG BNP Paribas Tool, 2021 data

GLOBAL COMPACT CONCORDANCE TABLE



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Join the Arval **#PositiveMobility** movement
and drive the change with us. Each of us can make a difference.
Together we can make it happen!

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