

# A COMMITTED INSURER: CREATING VALUE FOR EVERYONE



OUR 2016 CORPORATE SOCIAL RESPONSIBILITY



**BNP PARIBAS  
CARDIF**

The bank  
for a changing  
world

# Contents

---

## 02 INTRODUCTION

- 03 Editorial by Renaud Dumora, Chief Executive Officer
- 04 Overview of BNP Paribas Cardif
- 05 CSR in the business activities of BNP Paribas Cardif

## 06 RESPONSIBLE INVESTMENTS

- 08 Inclusion of ESG criteria
- 08 Investments with a positive impact
- 09 Combating climate change: our contribution to the 2° trajectory

## 10 RESPONSIBLE PRODUCTS AND SERVICES

- 12 Products and services with a positive impact
- 12 High-quality experience and product value
- 13 Products and services that are widely accessible

## 14 A COMPANY FOCUSED ON PEOPLE

- 16 Promoting diversity and inclusion and combating discrimination
- 16 "Good place to work"
- 17 Responsible employment management

## 18 A COMMUNITY-MINDED INSTITUTION

- 20 Ethics of the highest standard and protection of personal data
- 20 A committed corporate philanthropy policy
- 21 Promoting respect for Human Rights
- 21 Reducing the carbon footprint of our operations

## 22 GOVERNANCE AND INDICATORS



**RENAUD DUMORA,**  
Chief Executive Officer



By spurring innovation and sustainable performance, our Corporate Social Responsibility (CSR) strategy encourages us to rethink all of the services we offer to our policyholder clients, our distribution partners and our teams. Indeed, we want to play an active role in the renewal of the insurance model, with the ambition of generating both economic value and social value for our entire ecosystem.

As a leading personal insurance player, our mission is to protect our policyholder clients and their property at all stages of their lives. People are truly at the centre of our business, whether in our role as an insurer, investor, employer or socially responsible company.

We design our products and services to bring insurance closer to our customers and within the reach of people who were previously excluded from it. Our proactive approach of investing in

assets with a strong social and environmental impact is crucial, as the financial capacities of our sector provide substantial resources to the energy transition. As an employer, we must be creative and inclusive in order to cater for social changes and allow all our employees to fulfil their potential and progress in their careers.

We also want to contribute to the development of the local social fabric in all of the countries in which we operate, by conducting initiatives involving the local community, the environment and ethics, with the active commitment of our local teams.

CSR must be a pillar of our long-term strategy. We have thus decided to give it a central place in our 2020 “Cardif Forward” plan, with the goal of making it a daily part of the working life of each of our employees so that we truly become the “day-to-day friendly insurance partner”.



# Overview of BNP Paribas Cardif

BNP Paribas Cardif provides insurance products and services for a 100 million people worldwide. A subsidiary of BNP Paribas, it is the global benchmark in insurance partnerships and the global leader in credit protection insurance.

## Our difference

A business model based on partnerships, entrepreneurial spirit and expertise.

500

local and international distribution partners to distribute our products and services

€ 27.1 billion

2016 gross written premiums

36

countries of operation across the world

10,000

employees\*

\* Headcount of legal entities managed by BNP Paribas Cardif: nearly 8,000 employees

### PARTNER

We co-create savings and protection solutions **with distribution partners** who market these products to the final customer.

Our unique model is based on transparency and on **high-quality relationships** with various industries: banks, distributors, car manufacturers, telecom operators, etc. This **sharing and mutual knowledge** are what makes the difference between a partner and a supplier.

### ENTREPRENEUR

Our growth is steered by the regular addition of **new distribution partners**, launches in new markets and product innovation. It also lies on the **collective energy** which drives us to constantly rethink our ways of working. **Alongside start-ups and experts**, by drawing inspiration from technological breakthroughs, we build the insurance of tomorrow.

### EXPERT

Our people have extensive **know-how** and experience that creates **tangible added value** for marketing, actuarial analysis and data management. We have an **in-depth understanding** of our distribution partner and their industries, allowing us to optimize their insurance service offers and customer experience they deliver. Detailed knowledge of our distribution partners also lets us provide support for their sales organizations and management of their networks.

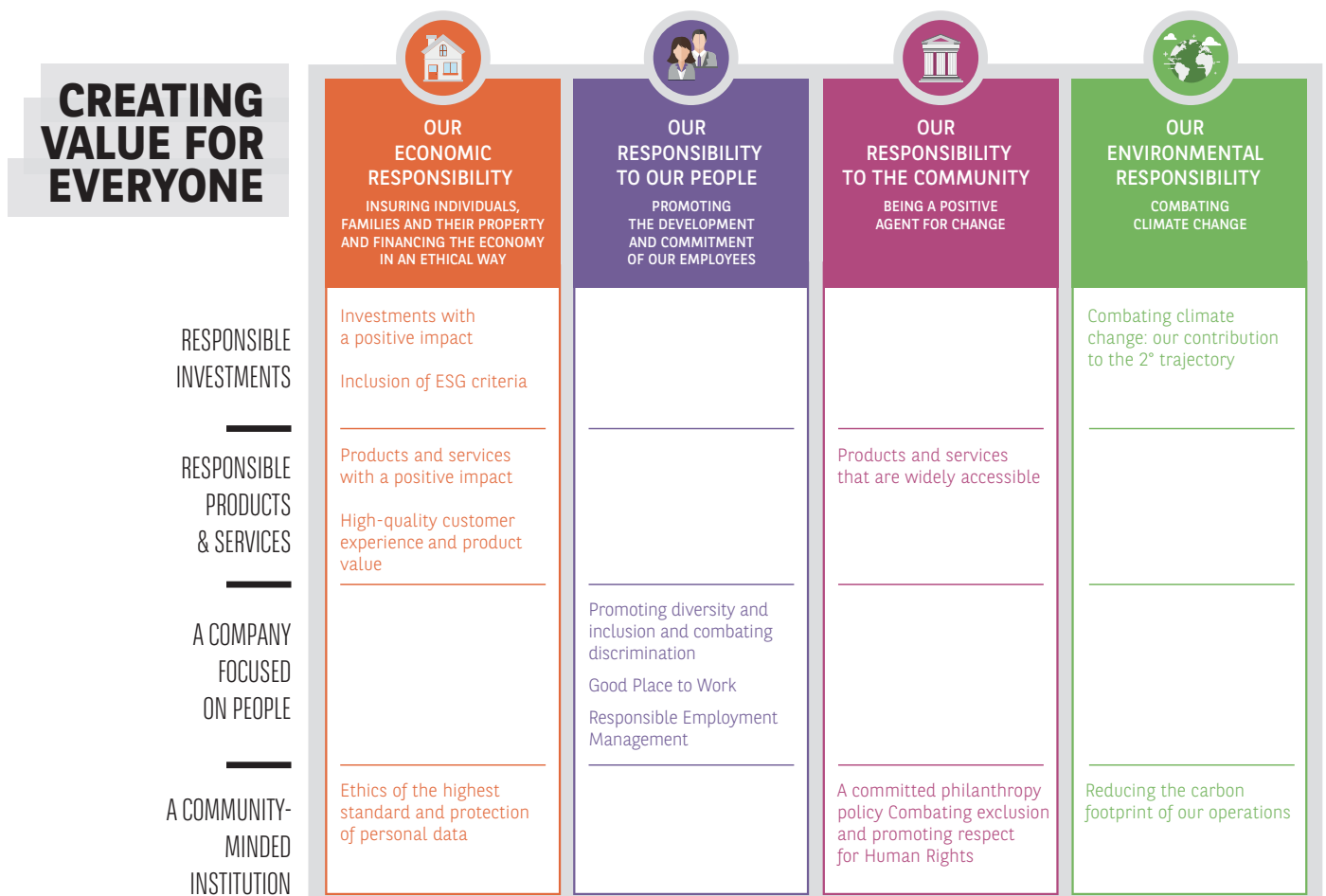
# The CSR approach of BNP Paribas Cardif

In 2016, **BNP Paribas Cardif** started to formalise its CSR strategy in order to consolidate and get the best out of existing initiatives to spur the Company's transformation.

The **CSR Department** created a steering committee representing the Company's business lines, functions and locations with a dual objective: establishing a diagnosis to analyse the Company's performance in the most relevant issues with regard to its strategic orientations, and laying down a **CSR strategy**.

This first document presents **the ambition of BNP Paribas Cardif** to renew the insurance model, which must generate environmental and social value for everyone, in addition to economic performance.

This strategy fits into the **global CSR strategy of the BNP Paribas Group** and directly contributes to its economic, social, civic and environmental responsibility. The table below illustrates how the ambitions of BNP Paribas Cardif support the objectives of the BNP Paribas Group CSR strategy.





# RESPONSIBLE INVESTMENTS

---

As a socially committed institutional investor, BNP Paribas Cardif's responsible investment policy, contributes to **a more sustainable economy**. This commitment concerns all asset classes. For directly-held securities in France, BNP Paribas Cardif uses non-financial filters (ESG\* and carbon) before making its investment decisions. The Company plays an active role in the fight against climate change through **investment choices, which lean towards a low-carbon economy**, and the set-up of **innovative green financing\*\*** solutions. These **positive-impact investments** help to provide solutions to today's great challenges.

---

\* Environmental, Social and Governance

\*\*Green investment "is a practice which relates to socially responsible investment (SRI or RI). It applies to all operations aimed at promoting the energy transition and mitigating the ecological footprint".

Source: [www.novethic.fr](http://www.novethic.fr)



## Olivier Héreil

Deputy CEO, Asset Management

*BNP Paribas Cardif has long held the conviction that the progressive mainstreaming of its ESG-Carbon approach will contribute to improving tomorrow's living standards. Today, it helps to ensure the satisfaction of customers through the choice of assets which generate long-term performance, combined with good risk management.*



84%

directly-held securities

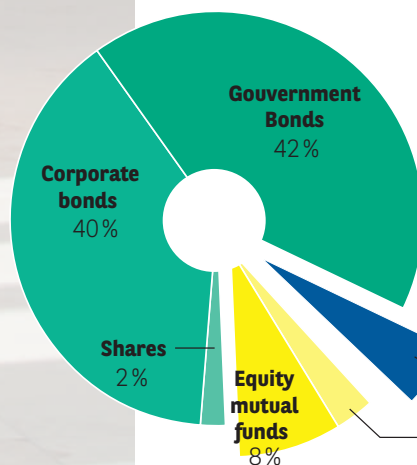
### Directly-held Corporate Bonds and Shares

- 1- Selecting issuers on ESG criteria (best-in-class approach)
- 2- Selecting securities based on their carbon footprint and the Energy Transition policy implemented (best-effort approach for energy transition)
- 3- Shareholder commitment

### Equity mutual funds

Increasing investments in ESG and thematic funds (renewable energies, food and hygiene, waste reduction, water treatment, social themes, well-being in the workplace, etc.)

## SRI\* APPROACH PER CATEGORY OF ASSETS



### Governments Bonds

Selecting issuers having signed the main international treaties concerning Human and Labour Rights.

5%

Real estate

### Real estate

- 1- Evaluating and managing real estate assets according to their energy performance
- 2- Selecting investment funds based on ESG criteria

### Real estate

5%

Other  
3%  
(Private Equity, Infrastructure, etc.)

### Private Equity Infrastructure

ESG criteria are taken into account for the selection of funds and investment companies

11%

Non-directly held securities



## Inclusion of ESG criteria

As an insurer, BNP Paribas Cardif plays a key role in the financing of the economy. The Company manages, over the long term, the savings entrusted to it by its policyholder clients. In France, ESG criteria have been incorporated in its investment process since 2008. This choice has made it possible to combine financial performance with positive social impact.

Through this process, BNP Paribas Cardif examines directly-held securities in terms of the ESG performance of the issuers, their carbon footprint in absolute value, as well as their capacity to implement an energy transition policy. Based on this first analysis, some issuers are excluded. They account for around one third of the initial investment universe. Concerning funds (such as mutual funds), BNP Paribas Cardif increasingly invests in ESG and thematic funds (energy efficiency, air pollution, waste reduction, etc.). For investments in sensitive areas (defence, palm oil, nuclear, etc.), specific sector policies are applied.

The responsible management of real estate assets within the general fund applies to the management of buildings, whether done in-house or outsourced, and to real estate investment funds which must meet stringent environmental and social criteria. Moreover, 59%\* of the Company's office premises are HQE\*\* or BREEAM\*\*\* certified.



### BNP PARIBAS CARDIF IS COMMITTED TO...

Incorporating ESG criteria in all of its investments and rolling out this approach across our main countries of operation



## Investments with a positive impact

BNP Paribas Cardif targets investments that have a positive impact on employment, integration, energy efficiency, the infrastructures required for the development of renewable energies, etc.

Since 2010, the Company has been supporting social economy players by investing in social funds such as the BNP Paribas Social Business France fund and the NovESS fund (providing access to employment, housing, and support to social enterprises).

Following the acquisition policies deployed since 2008 in sectors with a high environmental impact, green investments now amount to €1.2 billion. They mainly consist of green bonds, investments in environment-focused funds, and infrastructure funds related to the energy transition, such as the Meridiam Transition fund.

All BNP Paribas Cardif subsidiaries apply the restrictions relating to sensitive sectors (sector policies). In 2016, they secured the commitment of all of their external asset management partners to this approach.



### BNP PARIBAS CARDIF IS COMMITTED TO...

Doubling the amount of our green investments by 2020

**NovESS**  
Le Fonds ESS

## €3 billion SRI assets

The total amount held in responsible investment vehicles at the end of 2016 within the general fund (Bonds, Equity Funds, Infrastructures and Real Estate).

\*At end-2016

\*\*High Environmental Quality

\*\*\*Building Research Establishment Environmental Assessment Method



## Combating climate change

One of BNP Paribas Cardif's concerns is to reduce the carbon footprint of its investment portfolio in line with the 2° trajectory\* set by the Paris Accord. We want to encourage issuers to support the energy transition and to show it.

By signing the Montreal Carbon Pledge, BNP Paribas Cardif has undertaken to disclose the carbon footprint of its portfolio. This analysis is based on a method developed by the Vigeo-Eiris non-financial rating agency.\*\* It is applied in France to Shares and Bonds, i.e. 40% of the assets of the general fund as at 31 December 2016. Thanks to the investment strategy, which favours issuers engaged in the energy transition, the energy transition rating of this portfolio is higher than that of the benchmark investment universe. A document dedicated to the Company's Responsible Investment Strategy, including data relating to Article 173 of the French law on Energy Transition and Green Growth is available on [www.bnpparibascardif.com](http://www.bnpparibascardif.com).



### BNP PARIBAS CARDIF IS COMMITTED TO...

Taking into account the carbon footprint of its financial assets and asserting its shareholder commitment to encourage companies to implement their energy transition

\*Further to the discussions held within the framework of the Paris Accord at the COP21 summit, these are the measures and action plan aimed at limiting global climate change to +2°C.

\*\*Non-financial analysis refers to the application of environmental, social and governance (ESG) criteria taken into account for the socially responsible management of investments.

## RESPONSIBLE INVESTMENTS



### RESPONSIBLE INVESTMENT: A CHOICE FAVOURED BY OUR CUSTOMERS

In its unit-linked life insurance contracts, BNP Paribas Cardif offers its customers various types of investments, including **SRI funds**. These are **Best-in-Class funds, meaning that in each business sector, they favour the companies which implement the best environmental, social and governance practices**. Funds focused on social or environmental themes are also offered, such as the BNP Paribas Aqua fund which invests in international companies working in the theme of water; and BNP Paribas SMaRT Food which selects food-sector companies committed to reducing food waste, recycling waste, reducing CO2 emissions, etc. At the end of 2016, the assets of SRI funds within unit-linked life insurance contracts totalled **€2.6 billion**.





# RESPONSIBLE PRODUCTS AND SERVICES

---

**BNP Paribas Cardif's core trade** and its *raison d'être* are to insure individuals, families and their property. The insurance industry is undergoing an in-depth transformation with the advent of new technologies, big data, artificial intelligence and climate risks.

**These new technologies help us improve the customer experience and insure clients in an increasingly efficient, reliable and attentive way.** However, these factors also require a proactive responsibility approach on the part of insurers, concerning the products and services they develop, as well as the way they distribute them, while ensuring their profitability.

---



## **Laurence Hontarrede**

*Prospective Manager*

*With our leading position in personal insurance, we strive to be present at all key stages of our customers' lives. Our aim is to closely meet the needs of our customers through aspects such as the assistance and prevention services included in the products, fluid customer experience provided in collaboration with our distribution partners, and access to insurance.*



# Year's highlights

In 2016, BNP Paribas Cardif and the BNP Paribas retail bank in France co-developed a new diagnostic service for customers and bank advisers, in the aim of changing their attitudes toward protection insurance.\* Through this service, customers now have a simple and educational tool which advises them on their protection insurance needs in less than two minutes. This enables them to remain in control of the purchasing process. Developed in open innovation and agile mode, this tool was rapidly set up in the bank branches and is progressively being improved, based on feedback from customers and advisers.

\*Insurance policies which cover personal risks





## Products and services with a positive impact

For BNP Paribas Cardif, insuring individuals, families and their property in a responsible way is a priority.

As an insurer of day-to-day matters, BNP Paribas Cardif has developed high-quality assistance services, included in its products to support policyholder clients in difficult situations. Most of these services are pre-financed and are not limited to putting customers in contact with service providers.

With "Cardif Liberté Emprunteur" for example, in the event of incapacity or invalidity, the customer has up to €2,000 available for assistance services such as babysitting, housework or occupational therapy. Along with the unemployment cover, the "Back to Work" service available in the UK, Germany, the Netherlands, Chile and the Czech Republic attests to the Company's engagement to go beyond the conventional insurance model. This service offers dedicated support to write a CV and prepare for a job interview.

In Spain, BNP Paribas Cardif offers its hospitalisation policyholder clients a second medical opinion from the world's top specialists in the event of the diagnosis of a serious illness. In Argentina, BNP Paribas Cardif offers an assistance service with its home insurance for seniors: in the case of an emergency, a service is available to send out fire fighters or an ambulance.



## High-quality customer experience and product value

BNP Paribas Cardif's core business rests on the relationship of trust it has with its customers. This relationship is mainly built on the quality of the products offered, and on a simplified customer experience suited to policyholder clients' new uses.

At BNP Paribas Cardif, improving the customer experience and their satisfaction involves the implementation of concrete actions: enhancing the offer with new covers and additional services, defining a new customer experience, and listening to what the customers have to say.

To simplify the customer experience, some countries offer options such as the possibility of taking out insurance or filing a claim online. To listen to our customers, BNP Paribas Cardif conducts real-time satisfaction surveys at key moments in the relationship.

In a co-construction approach, the Belgian subsidiary conducted customer surveys regarding online subscription of credit protection insurance. This survey allowed the simplification of the medical process and the reduction of contract processing time through a Q&A. This made it possible to improve the quality of the documents sent to customers and simplify the sign-up process.

In Japan,  
**8 banks**

use our "full digital" solution for mortgage insurance, replacing nearly 50% of paper files.



**BNP PARIBAS  
ATOUT EMPRUNTEUR**  
BNP PARIBAS

Credit protection insurance award for the 11<sup>th</sup> consecutive year



Awarded by the validation and certification company TUV Saarland, for the clarity of our Credit Protection Insurance contracts



### BNP PARIBAS CARDIF IS COMMITTED TO...

Having a protection insurance offer, which includes new prevention, solidarity and protection services



### BNP PARIBAS CARDIF IS COMMITTED TO...

Constantly improving the value of our products and the customer experience through a co-construction approach involving our customers and our distribution partners



## Products and services that are widely accessible

**BNP Paribas Cardif wishes to make its products widely accessible by simplifying procedures and introducing special pricing conditions for fragile and vulnerable people.**

Accordingly, in 2008, BNP Paribas Cardif became one of the first insurers to take steps so that vulnerable borrowers would have access to insurance offers. The goal is to make insurance products more accessible to people with certain medical conditions (asthma, paraplegia, coronary disease, etc.)

Insurance is sometimes perceived as difficult to comprehend because of the complexity of the terms used. For this reason, BNP Paribas Cardif introduced a procedure to simplify all of its commercial documents intended for customers, by taking account of their viewpoint. In 30 countries, contractual documents were re-written in plain language accessible to persons with a "B1" language level, i.e. a level mastered by most people, according to the Common European Framework of Reference for Languages. The sign-up process for the "Cardif Liberté Emprunteur" credit protection policy was also facilitated through the digitalisation of health questionnaires to allow online approval in less than 10 minutes.

In Chile, BNP Paribas Cardif set up a website accessible to visually impaired and hearing-impaired people by developing a dedicated universal accessibility space.



**BNP PARIBAS CARDIF  
IS COMMITTED TO...**

**Evaluating and improving product  
accessibility**

## RESPONSIBLE PRODUCTS AND SERVICES

12 13





# A COMPANY FOCUSED ON PEOPLE



---

BNP Paribas Cardif's social responsibility commitment lies on three principles: **promoting diversity and inclusion, being a "good place to work" and responsible employment management.** These principles should allow our employees to expand their potential and progress in their careers. They support the goal of the Cardif Forward strategic plan, of which one focus of development is to make BNP Paribas Cardif an **"innovative company centred on people"** by 2020.

---



**Sophie Joyat**

*Human Resources Director*

*To be efficient, men and women who make up the Company must be able to express themselves in a climate of trust, develop their skills, and take pleasure in working with their colleagues every day in an environment which stimulates creativity and innovation.*

*This is what BNP Paribas Cardif is all about, it's the #Cardifspirit!*



A COMPANY FOCUSED  
ON PEOPLE

14

15

## Year's highlights



Last October, BNP Paribas Cardif invited its Nanterre employees to reflect on the daily working lives of their LGBT (Lesbian, Gay, Bisexual and Transgender) colleagues.

The conference, which was attended by 200 people, was an opportunity to present the professional network BNP Paribas Pride – a non-restrictive, non-political, non-sectarian network opened to everyone, composed of employees directly or indirectly concerned, or supporting LGBT persons. In addition, the Group announced the launch of “Pride Paris Ouest” – a network specially dedicated to Group business lines and subsidiaries based in West Paris.

Renaud Dumora ended the conference with a sentence inspired by Jean-Laurent Bonnafé, Chief Executive Officer of the BNP Paribas Group: **“There is no place for homophobia in our company”.**

---

**79%\***

of our employees are convinced of the effectiveness of the actions implemented by the Company in terms of diversity

---

\*Source: results of the annual commitment survey “Global People Survey 2016”



## Promoting diversity and inclusion and combating discrimination

**74%\***  
favourable  
opinions for the  
"Sustainable  
Commitment"  
index

For over 10 years, BNP Paribas Cardif has been committed, at all company levels, to promoting employee well-being through a professional and social environment in which men and women fulfil their potential, without any fear of discrimination.

In all of our entities worldwide, initiatives are rolled out concerning gender equality, employees with disabilities, intergenerational support, the work-life balance and parenthood. These commitments are sometimes formalised through collective agreements. Since 2016, in France, BNP Paribas Cardif offers its employees a free information service via RESPONSABILITE, in partnership with the Works Council. In total confidentiality, advice is provided to employees who look after a close relative who is ill, elderly, incapacitated, or disabled. In support of the publication of BNP Paribas' Code of Conduct, a mandatory e-learning module was deployed for all employees of the BNP Paribas Group. Chapter 5 of the Code of Conduct, relating to respect for colleagues, covers the implementation of the most rigorous standards with regard to workplace conduct, as well as the rejection of all forms of discrimination.

In 2016, in Germany, BNP Paribas Cardif signed a Diversity Charter, which is available to all companies wanting to make a commitment in favour of diversity and combat all forms of discrimination in the workplace.



### BNP PARIBAS CARDIF IS COMMITTED TO...

Deploying, by 2022, a Diversity policy and governance system for all our entities



## "Good place to work"

As a responsible employer, BNP Paribas Cardif has stringent requirements in terms of employee health and safety. Moreover, the Company offers working methods which promote collaboration, flexibility and cross-functionality, while respecting the work-life balance.

In France, a collective agreement on the prevention of psychosocial risks was signed in 2013. It is part of a global approach to preserve employee health and the quality of life in the workplace. Furthermore, stress tests and a hotline providing a listening ear and psychological support are available to employees. Prevention also implies training. Over the past four years, more than 200 managers have thus taken part in the 'Psychosocial Risk Prevention' training module.

BNP Paribas Cardif also puts emphasis on work/life balance, one of the essential components of workplace quality-of-life. This aspect is taken into consideration through measures implemented in favour of parents (theme-based conferences on the topic of childhood, a Family Day where employees' children are invited into the offices, support for pregnant employees, etc.) and employees who care for a family member. Concerning the work environment, several projects are under way: in France, 11% of employees benefit from teleworking following the agreement signed in 2013. In Spain, a "Flex Office" programme has been set up to provide greater freedom and flexibility to employees in their work schedules.

In Turkey, BNP Paribas Cardif set up the "Flexbox", a flexible programme which allows employees to choose from an array of advantages (leave, restaurant vouchers, health insurance, gift vouchers, etc.), according to their needs.



### BNP PARIBAS CARDIF IS COMMITTED TO...

Achieving 80% positive opinions in the "Sustainable Commitment" category of the annual GPS survey by 2020.



## Responsible Employment Management

Our responsibility regarding employment is to anticipate our medium-term business needs in terms of skills and expertise. We want to offer each employee career prospects that include the development of their current skills and experience, taking into consideration their aspirations and meeting company needs.

Within that framework, principles favouring internal mobility have been established, which is a pillar of our employment management approach. Before calling on external recruitment, vacant positions are published openly and transparently within the company. In the selection process, managers and HR officers ensure that the list of chosen applicants is sufficiently diverse. Managers are encouraged to promote cross-functional mobility, therefore, appropriate training and development programmes are provided to support it.

In 2016, internal staff mobility accounted for 23% of recruitments in France. Special attention is given to the sustainable job integration of young people, and to the hiring and ongoing employment of seniors. This is consistent with BNP Paribas Cardif's goal of ensuring the transfer of knowledge and skills and the employee development for future requirements.

# 83%\*

of employees stated that they had undergone training in the past 12 months.

\*Source: result of the annual commitment survey "Global People Survey 2016"



## BNP PARIBAS CARDIF IS COMMITTED TO...

The deployment of a 'Strategic Workforce Planning' approach to anticipate medium-term skill requirements and prepare employees for strategic industry challenges.

Achieving a 90% employee training rate (all formats, including e-learning) by 2018.





# A COMMUNITY-MINDED INSTITUTION

---

Convinced of the essential insurers will in shaping the future, BNP Paribas Cardif is committed to four measures: putting ethics at the heart of its processes, corporate volunteering initiatives involving company employees with populations in need, promoting Human Rights, and taking the environmental impact into consideration.

**Together, all of these individual contributions enable the BNP Paribas Cardif to embody its values within its ecosystem.**

---



## Pierre de Villeneuve

Chairman

*As an insurance company,  
we naturally have a social  
responsibility towards our  
customers, our distribution  
partners, our employees  
and our ecosystem.*

*For this reason, in each country  
where BNP Paribas Cardif operates,  
we strive to take measures for  
the collective interest to contribute  
to the Company's progress toward  
a sustainable future.*



# Year's highlights

---

BNP Paribas Cardif received the **2016 Insurance Gold Award** in the "Responsible Community Innovation" category for its **collaboration with e-Nable France**, an NGO with over **10,000 volunteers** across the world who design, produce and donate 3D-printed hands to persons waiting for an artificial hand following an accident or a malformation. Its mission is to link up families in need of a device with the people who are able to make them. **The 'Cardif Lab'** – the Company's innovation laboratory – was made available for the production **of some forty artificial hands for children, printed on site and assembled by volunteer employees.**

## LES TROPHÉES DE L'ASSURANCE



2016



---

In 2016,

# 3,400

people benefited  
from the corporate  
volunteering  
programmes of  
BNP Paribas Cardif  
worldwide

---



## Ethics of the highest standard and protection of personal data

The onset of risks associated with the use of data, new regulations and the growing demand for transparency towards financial institutions require exemplary business conduct.

BNP Paribas Cardif has been implementing an anti-corruption policy since 2014. Stringent principles are applied in all its countries of operation concerning relations with governments, political parties and partners, conflicts of interest with third parties, and the acceptance of gifts. A whistleblowing procedure allows employees to report suspected cases of corruption. On a broader level, BNP Paribas Cardif introduced a Code of Ethics, in addition to the Code of Conduct produced by the Group. It has been disseminated to all employees and new hires since 2009. Its aim is to protect the Company, its customers, its distribution partners and its shareholders through exemplary behaviour worldwide, based on common principles. Specific training sessions have been set up on market ethics, compliance with competition law and the anti-corruption policy. Concerning the protection of personal data, BNP Paribas Cardif is committed to guaranteeing EU rights to customers in all its countries of operation, as well as those in which local laws are more stringent.

### THE "SEVEN GOLDEN RULES OF THE CODE OF ETHICS"

1. **Apply** the regulations and principles of good conduct of our industry
2. **Respect** professional secrecy and confidentiality
3. **Act** with honesty, loyalty and professionalism
4. **Place** the customer's interest at the heart of our priorities
5. **Strive** to prevent financial crime



### BNP PARIBAS CARDIF IS COMMITTED TO...

Deploying its ethics standards to all its employees, including new hires, and having a proactive approach in terms of informing customers of its confidentiality policy.

6. **Follow** the security rules
7. **Consult** the line manager or compliance officer in the event of doubt



## A committed corporate philanthropy policy

BNP Paribas Cardif has always endeavoured to provide help to NGOs, entrepreneurs and individuals undergoing difficulties, through financial support and the commitment of its employees. The chosen topics, including health and entrepreneurship, fit into the insurer's business line.

In January 2016, a partnership between Antropia ESSEC and BNP Paribas Group was established. This NGO's mission is to promote the development of enterprises with a social or environmental purpose. BNP Paribas Cardif thus provides support to social entrepreneurs for a period of 18 months. A corporate volunteering programme supports start-ups such as APA de Géant\* which raises awareness regarding disability through mixed sporting activities. Since its set-up in 2012, the partnership with ARTZ (Action Culturelle Alzheimer) has seen employees assisting some thirty people suffering from Alzheimer's disease for cultural outings. In 2016, with its partner Entreprendre pour Apprendre, the first Innov-EPA event was launched – a day of creativity and reflection combining students and employees to deal with a company issue. The event was attended by 40 students and 10 employees.

In Taiwan, BNP Paribas Cardif held a two-day event on economic and financial education in the city of Ershui (July 2016). The aim was to raise the understanding of disadvantaged youths, living in rural areas, on saving and credit issues. A total of 140 students from the city's secondary school took part in this project.



### BNP PARIBAS CARDIF IS COMMITTED TO...

Doubling the impact of our corporate philanthropy actions and launching an initiative to support social entrepreneurship and research by 2020.

\*Social enterprise supported under the Start-Up Antropia ESSEC programme



## Promoting respect for Human Rights

BNP Paribas Cardif complies with the Human Rights policy implemented by BNP Paribas Group incorporating international standards in all its activities across all its countries of operation.

The Group supports the UN Guiding Principles on Business and Human Rights. In 2012, it signed the "Declaration of BNP Paribas relative to Human Rights", communicating it through its sphere of influence including employees, suppliers, customers and communities. To raise employee awareness of these issues, an e-learning course on Human Rights in the Company was made mandatory in 2016 for exposed functions, i.e. the Compliance, Risk and CSR departments. The course will progressively be extended to other functions.



### BNP PARIBAS CARDIF IS COMMITTED TO...

Training all target employees to promote respect for Human Rights.



## Reducing the carbon footprint of our operations

The carbon footprint issue relates mostly to energy consumption of buildings and business travel.

The Company has set itself the goal of tracking and controlling the energy consumption of buildings and business travel accounting for the majority of its emissions. Environmental issues are addressed locally by each country within the framework of the policy of the BNP Paribas Group, which has undertaken to be carbon neutral by 2017. The climate change issue is also taken into account in the real estate investments of BNP Paribas Cardif. By signing the charter on the energy efficiency of commercial buildings in 2013, the Company is engaged to improve the energy efficiency of the buildings it owns. The energy renovation work undertaken since 2011 has led to a 17% reduction in the energy consumption observed in 52 buildings.

In Brazil, through the distribution of individual mugs, BNP Paribas Cardif reduced the use of disposable cups from 10,000 to 500 per month.



### BNP PARIBAS CARDIF IS COMMITTED TO...

Reducing its carbon footprint by 10% by 2020.

1.57  $\text{teq}^* \text{CO}_2$   
per full-time  
equivalent in  
2016

\*tonne of  $\text{CO}_2$  equivalent

A COMMUNITY-MINDED  
INSTITUTION

20 21



# Governance




In line with the approach adopted by the BNP Paribas Group, BNP Paribas Cardif set up a CSR Department in 2006. Annually, the department collects data by the Group for its CSR Report. To go even further, BNP Paribas Cardif implemented a dedicated CSR reporting tool in 2014. Since then, all indicators are examined and analysed to assess performance evolution year on year.

In 2016, the CSR Department restructured its approach in order to define the major guidelines of the Company's CSR strategy. A project has just been launched in keeping with the new guidelines, in order to reassess the relevance of the indicators to remain in close keeping with the Company's strategic issues and DNA. The CSR Department coordinates a community of CSR correspondents in the subsidiaries for its local deployment.



Below are the key CSR indicators for the year 2016. Additional indicators are currently being defined to make it possible to monitor the implementation of the CSR strategy in 2017 and the years to come.

## RESPONSIBLE INVESTMENTS

COMMITMENT	INDICATOR	2016
 Investments with a positive impact	Amount of green investments assets	€1.2 billion
 Inclusion of ESG criteria	Percentage of assets in the euro denominated fund in France subject to an ESG filter	56%
 Combating climate change	Carbon footprint of assets under management (equities and bonds of the general euro denominated in France)	287 teq CO <sub>2</sub> /€ million in revenue





## RESPONSIBLE PRODUCTS AND SERVICES

 Products and services with a positive impact	Number of persons having used a service	Data currently unavailable, to be communicated in 2017
 High-quality customer experience and product value	Number of countries who measure customer satisfaction in real time	7
 Products and services that are widely accessible	Number of countries who re-wrote contractual documents in plain language accessible to the largest number of people	30
	Number of countries who have incorporated all customer communications in their "B1 Language" projects (commercial brochures, letters, emails, digital content, sales script, etc.)	8

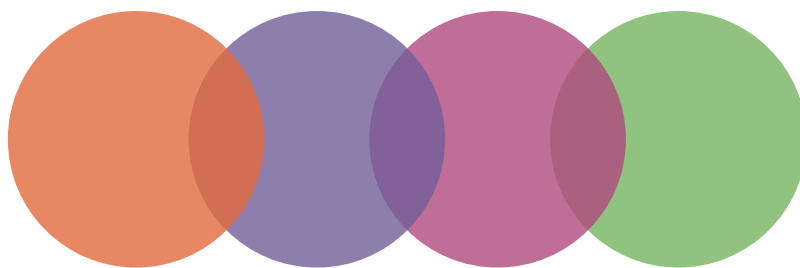
## A COMPANY FOCUSED ON PEOPLE

 Promoting diversity and inclusion and combating discrimination	Deployment of a policy and governance system by 2022 Diversity for all entities	-
 Good place to work	% of opinions favourable to the "Sustainable Commitment" index of the annual "Global People Survey"	74%
 Responsible Employment Management	Deployment of a Strategic Workforce Planning approach to anticipate medium-term skill requirements and prepare employees for strategic industry challenges.	-
	Percentage of employees who stated* they had undergone training (all formats, including e-learning) during the past 12 months *In the Global People Survey (annual internal survey)	83%

## A COMMUNITY-MINDED INSTITUTION

 Reducing the carbon footprint of our operations	Greenhouse gas emissions	1.57 teq CO <sub>2</sub> /FTE
 Ethics of the highest standard and protection of personal data	Percentage of employees trained on an ethics-related issue	85.4%
 A committed corporate philanthropy policy	Number of hours allocated to corporate volunteering out of working time	3,123 hours
	Number of beneficiaries of corporate volunteering initiatives	3,400
 Promoting Human Rights and combating exclusion	Percentage of employees contributing directly to the promotion of Human Rights who have received specific training	59%





## BNP PARIBAS CARDIF

### REGISTERED OFFICE

1, boulevard Haussmann  
75009 Paris  
France

### OFFICES

8, rue du Port  
92728 Nanterre Cedex  
France

[bnpparibascardif.com](http://bnpparibascardif.com)

382 983 922 RCS Paris French Public Limited Company (société anonyme) with capital of €149,959,051.20

#### Photo credits:

**P1:** ©Fotolia - **P2:** ©BNP Paribas/LaCompany/Stéphanie Tétu - **P3:** ©BNP Paribas/Steve Wells - **P6:** ©BNP Paribas/Agence Vu/Ferhat Bouda - **P7:** ©BNP Paribas/Yves Durand - **P9:** ©BNP Paribas/Annelies Verrycken - **P10:** ©BNP Paribas/Eugenio Mazzinghi - **P11:** ©BNP Paribas/Yves Durand - **P13:** ©BNP Paribas/Létizia le Fur - **P14:** ©BNP Paribas/Benjamin Brolet - **P15:** ©BNP Paribas/Yves Durand - **P17:** ©BNP Paribas/Christopher McMullen - **P18:** ©BNP Paribas/Yves Durand - **P19:** ©BNP Paribas/Yves Durand - **P21:** ©BNP Paribas/LaCompany/Jean-Erick Pasquier - **P23:** ©BNP Paribas/LaCompany/Gérard Uféras