Discover our CSR platform and our shared values
"Inspire Real Estate 2020"

INSPIRE REAL ESTATE 2020: the 4 pillars and 12 commitments of our CSR approach

Let us continue the dialogue

About BNP Paribas Real Estate

Contact us
Editorial

With you

Driven by a culture of responsibility and integrity based on best practices, BNP Paribas Real Estate aims to ensure the long-term development of the company, whilst at the same time ensuring its positive impact on society.

To create long-term, shared values with our customers, partners and all our stakeholders, CSR policy is a strategic issue. It is reflected in a desire at the highest level of our governance to combine performance, responsibility, ethics and transparency.

Our civic vision must directly contribute to maintaining our position as a major player in the European real estate market over the long-term.

We develop solutions to anticipate and meet economic, social and environmental challenges in our different business lines, as well as to meet the new requirements and new uses of our clients (investors, companies, individuals and local authorities), thus playing a key role in urban transformation. We are committed to monitoring this progress we will achieve together, and would like to regularly share with our stakeholders the progressive steps we will take with their support.

This is why we have developed this platform, intentionally based on the GRI guidelines, so that you can stay informed and updated on the latest news in regard to our CSR policy.

Thierry Laroue-Pont, Chairman & CEO – Catherine Papillon, Chief Sustainability/CSR Officer

Some of our key indicators include

<table>
<thead>
<tr>
<th>Stakeholders that rate the level of the company’s CSR approach as “PIONEERING” or “COMMITTED”</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
</tr>
<tr>
<td>2017</td>
</tr>
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<table>
<thead>
<tr>
<th>Employees who believe they have a good work/life balance</th>
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<tbody>
<tr>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
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<tr>
<td>2018</td>
</tr>
<tr>
<td>2017</td>
</tr>
</tbody>
</table>

2020 target

- 100% of completed developments in Commercial and Residential Real Estate that benefit from a carbon footprint
- In 2019: 1,629 households, students and young professionals supported
BNP Paribas Real Estate

European leader in the commercial real estate market

Our mission

To serve our customers and partners by developing an innovative offer and solutions to simplify and improve the management of their real estate throughout its life cycle.

BNP Paribas Real Estate brings together the expertise of 6 business lines covering the entire real estate cycle:

- Property Development
- Transaction
- Consulting
- Valuation
- Property Management
- Investment Management

Key figures

As at 31 December 2019

- 5,400 Employees
- 898 M€ in shareholder’s equity
- 32 Locations
- 1,010 M€ revenue
- 203 M€ net income before taxes

Activities, products and services

Our commitments and expertise

Knowing the market, anticipating needs, providing tailor-made solutions and providing support throughout the life-cycle of real estate assets… these are BNP Paribas Real Estate’s commitments in order to prioritise its clients’ challenges.

Having a multidisciplinary offer allows you to gain a real competitive advantage in terms of efficiency, service quality and value creation. Investors, Users, Developers, Public Sector, First-Time Buyers and Private Investors, their problems are varied.

We provide tailored expertise.
The client: at the centre of our commitments

Our CSR commitments and initiatives

Having this multi-disciplinary offer provides a real competitive advantage in terms of efficiency, service quality and value creation.

Strategic locations, an effective network of partnerships

To respond to the internationalisation of real estate strategies, BNP Paribas Real Estate is present in 32 countries, with more than 180 offices worldwide, offering local solutions to global issues.

Our international network

17 main locations

France, Belgium, Czech Republic, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, Romania, Spain, United Kingdom – 3 platforms dedicated to investors coverage Dubai, Hong Kong & Singapore

17 alliances around the world

Austria, Cyprus, Denmark, Estonia, Finland, Greece, Hungary*, Jersey, Latvia, Lithuania, Northern Ireland, Norway, Portugal*, Serbia, Sweden, Switzerland, USA

*Alliance: Transaction, Consulting & Valuation

These local offices allow us to be close to each client.

Head office

167 Quai de la Bataille de Stalingrad
92867 Issy-Les-Moulineaux
FRANCE
2019 income breakdown

- **FRANCE**: 50%
- **PROPERTY DEVELOPMENT**: 19%
- **OTHER COUNTRIES**: 31%
- **SERVICES**: 81%

*Services: Transaction, Consulting, Valuation, Property Management and Investment Management

2019 income breakdown by business line

*(TRANSACTION, CONSULTING, VALUATION)

Legal information

Legal structure

Simplified joint stock company with a single shareholder with a capital of 383,071,696 euros. BNP Paribas Real Estate is not listed on the stock exchange, but the BNP Paribas Group is. BNP – FR000000131104 / Paris. BNP Paribas Real Estate is a specialised company within the BNP Paribas Group, which is the sole shareholder. The closing year of BNP Paribas Real Estate’s first fiscal year was 2006.

Significant events

- November 2019: Launch of CLICK & OWN, a digital real estate acquisition platform, including an online fifteen minute subscription website;
Governance structure

BNP Paribas Real Estate’s governance system comprises a Supervisory Board, an Executive Board and an International Executive Committee.

The Supervisory Board

- Jacques D’ESTAIS, Chairman of the Supervisory Board of BNP Paribas Real Estate, Deputy Chief Operating Officer BNP Paribas
- Alain BREFFEIL, Head of French Retail Bankin Corporates BNP Paribas
- Charlotte DENNERY, CEO of BNP Paribas Leasing Solutions
- Dominique FIABANE, Senior Advisor – DG Domestic Markets BNP Paribas
- Olivier HERIEIL, Deputy Chief Executive Officer and Director of Asset Management at BNP Paribas Cardif
- Thierry LABORDE, Deputy Chief Operating Officer at BNP Paribas
- Denis LAPLANE, Deputy Chairman One Bank for Corporates. BNP Paribas
- Sylviane LE CARRE, Head of Group Corporate Real Estate BNP Paribas
- Philippe MARCHESSAUX, Head of Capital Partners and FundQuest Advisor, BNP Paribas
- Jean NUNEZ, Managing Director BNP Paribas CIB
- Caroline PEZ-LEFEVRE, Co-Head Corporate Coverage EMEA

Presence of women

- 30% on the SUPERVISORY BOARD
- 27% on the EXECUTIVE BOARD
- 21% on the International EXECUTIVE COMMITTEE

The Executive Board & the International Executive Committee

The Articles of Association stipulate that the company is administered by an Executive Board and an International Executive Committee comprising 8 to 12 members.
Vision

Supporting changing real estate

As a European leader in office real estate and a recognised player in residential real estate, we are at the heart and forefront of the transformations that are shaping the cities of tomorrow. As buildings become connected, as neighbourhoods are imagined to be mixed, as the function of spaces is thought of in short cycles, as there is an urgent need to reduce energy consumption, as working methods evolve, we are more mobile than ever. More than ever, "smart". More responsible than ever. Our ambition is to be the European leader in real estate services, to be in the top three in the United Kingdom and to be the best in class on all asset types in continental Europe.

Commitments to major initiatives

As a subsidiary of the BNP Paribas Group, we support the Group's commitments and adhere to relevant frameworks within the context of our activities.

Active contribution to the real estate network

A selection of organisations in which we are actively involved:
Creating integrated value

Value creation is measured by the conversion or transformation of resources (initial value stocks) into results (generated values) and its positive impact on civil society (UN Sustainable Development Goals).

Our capital resources

Financial
- Capital provided by investors
- Capital provided by the Bank
- Capacity for self-financing

Industrial and intellectual
- Innovations
- Certification and accreditation processes
- A Research Department
- A European network

Human
- Trained and involved employees
- Internal mobility
- Flexible work organisation
- Collective social agreements

Environmental
- The use of natural resources
- The circular economy
- Soil and air management

Social and interpersonal
- Open and constructive dialogue with stakeholders
- Membership of networks promoting Sustainable Cities

Our growth model

Attract and mobilise talent, and retain business partners

- Design and develop innovative, responsible and profitable real estate products and services

Organise efficient management processes and tools

- Design, manage, market and operate real estate products and services in an ethical and responsible manner

Manage the life cycle of real estate projects

- Build and sustain partnerships

Our impact on our partners

Internal partner
- A social and welfare framework
- Support for career paths and skills development
- An open and integrated client relationship

Business partners
- Innovative and responsible solutions that take into account the environment and the various stakeholders
- Maximise the value of assets
- Transparent communication
- Support for a network of start-ups and entrepreneurs offering solutions for the construction of sustainable cities

Market Regulators
- Scrupulous compliance with laws, regulations and commitments
- A civic contribution with the payment of taxes and duties

Society influencers
- An open partnership relationship with society
- A direct contribution to local development

Our impact on society

BNP Paribas Real Estate is involved in the entire life cycle of a property. It is our responsibility to influence the way buildings are designed, built and occupied in order to contribute to the construction of sustainable and inclusive cities. Our CSR strategy fully contributes to the achievement of the Sustainable Development Objectives. It covers issues related to economic growth, the inclusion of the most vulnerable and the sustainability of resources.

Sustainable Development Goals

Strategic SDGs
Integrated into the current and future offerings

Relevant SDGs
Other SDG that are addressed by the "Inspire Real Estate 2020" strategy
Inspire Real Estate 2020

OUR SUSTAINABLE DEVELOPMENT / CSR STRATEGY

Our CSR strategy was developed through an online consultation with 6,600 key stakeholders in Europe. The results of this consultation enabled us to define our new CSR vision, broken down into 12 commitments based on four main pillars.

**ECONOMIC RESPONSIBILITY**

Develop innovative product and service offerings with our clients and partners in an ethical and responsible manner.

1. **STRENGTHEN PARTNERSHIPS AND CO-WORKING OPPORTUNITIES WITH OUR KEY STAKEHOLDERS**
2. **DEVELOP A RESPONSIBLE AND INNOVATIVE SERVICE OFFER**
3. **GUARANTEE FULLY TRANSPARENT ETHICS AND GOVERNANCE**

**ENVIRONMENTAL RESPONSIBILITY**

Reduce the environmental impact of our activities and make environmental quality a driver of tangible and intangible performance.

4. **ADDRESS CLIMATE CHANGE ISSUES IN OUR SERVICE OFFERS**
5. **OPTIMISE THE ENVIRONMENTAL FOOTPRINT AND FAVOUR THE CIRCULAR ECONOMY**
6. **MAKE THE ENVIRONMENTAL QUALITY OF OUR PRODUCTS AND SERVICES A DRIVER OF IMPROVED PERFORMANCE**

**SOCIAL RESPONSIBILITY**

Encourage the development and dedication of our employees.

7. **OFFER A HEALTHY, FLEXIBLE AND INNOVATIVE WORK ENVIRONMENT THAT ENHANCES THE WELL-BEING OF OUR EMPLOYEES**
8. **PROMOTE DIVERSITY, EQUAL OPPORTUNITIES AND EMPLOYABILITY OF OUR TEAMS**
9. **EMPOWER OUR EMPLOYEES TO DEVELOP CSR SKILLS**

**CIVIC RESPONSIBILITY**

Be an engaged player in the real estate sector and support local initiatives.

10. **PROMOTE AND SHARE THE KNOWLEDGE OF CSR MATTERS THROUGHOUT THE REAL ESTATE SECTOR**
11. **ENCOURAGE THE DEVELOPMENT OF THE LOCAL ECONOMY**
12. **SUPPORT SOCIAL INITIATIVES**
## Strategic roadmap

### INSPIRE REAL ESTATE 2020

#### ECONOMIC RESPONSIBILITY

<table>
<thead>
<tr>
<th>Co-development</th>
<th>Responsible departments</th>
<th>Ethics and transparency</th>
</tr>
</thead>
<tbody>
<tr>
<td>55% of stakeholders rate the level of the company’s CSR approach as “pioneering” or “committed”</td>
<td>100% of the company’s business lines have signed BNP Paribas Real Estate’s charter for responsible growth</td>
<td>5% of incidents resulting in a major corrective action plan considered as serious</td>
</tr>
<tr>
<td>90% of suppliers have signed our sustainable procurement charter</td>
<td>90% of employees having attested to compliance and ethics training</td>
<td></td>
</tr>
<tr>
<td>87% of employees are proud to work for BNP Paribas Real Estate</td>
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<td></td>
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</tbody>
</table>

#### ENVIRONMENTAL RESPONSIBILITY

<table>
<thead>
<tr>
<th>Climate change</th>
<th>Circular economy</th>
<th>Environmental quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>International INTERNAL OPERATIONS: 1.25 Teq CO₂ per full time equivalent (GHG emissions Scope 1/2 &amp; 3 – business travels))</td>
<td>International INTERNAL OPERATIONS</td>
<td>INTERNAL OPERATIONS: 75% of employees considering that the company respects the environment</td>
</tr>
<tr>
<td>100% of average emissions from company’s car fleet &lt;= 110g CO₂/km (NEDC)</td>
<td>100% of paper made from responsibly sourced materials</td>
<td>DEVELOPMENT France: 100% of delivered Corporate Real Estate sqm have an environmental certification</td>
</tr>
<tr>
<td>DEVELOPMENT France: 35% energy savings compared to French thermal regulation for Corporate real estate building completions</td>
<td>80% of waste recycled</td>
<td>100% of completed developments obtain one of the two highest levels of certification in Corporate Real Estate</td>
</tr>
<tr>
<td>10% energy savings compared to French thermal regulations for Residential completions</td>
<td></td>
<td>100% of completed Residential units have an environmental certification</td>
</tr>
<tr>
<td>100% of development benefit from a carbon footprint in Residential and Corporate Real Estate</td>
<td></td>
<td>International PROPERTY MANAGEMENT: 30% of managed surfaces have an environmental certification</td>
</tr>
<tr>
<td>International PROPERTY MANAGEMENT: 40 kWh FE/sqm energy consumption in the common areas of managed buildings</td>
<td></td>
<td>International REIM: 100% of our major renovations are certified</td>
</tr>
<tr>
<td>REIM France: 66% of assets which have an energy age latter than the year 2000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOCIAL RESPONSIBILITY</td>
<td>Well-being</td>
<td>Diversity and employment skills</td>
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<tr>
<td>-----------------------</td>
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</tr>
<tr>
<td>75% of employees believe their job gives them a sense of personal achievement</td>
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<tr>
<td>73% of employees believe they have found a good work/life balance</td>
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<tr>
<td>75% of employees recommend the company as an excellent employer</td>
<td></td>
<td></td>
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<tr>
<td>45% women among executives (France)</td>
<td></td>
<td></td>
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<tr>
<td>81% of employees take at least one training course during the year</td>
<td></td>
<td></td>
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<tr>
<td>90% of at-risk employees successfully passing an online course on Human Rights</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CIVIC RESPONSIBILITY</th>
<th>Leadership</th>
<th>Local economy</th>
<th>Solidarity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuation of initiatives in favour of schoolchildren, students and young professionals in the real estate industry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calculation of the direct economic value generated distributed and the part paid to tax authorities in the countries where BNP Paribas Real Estate operates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue the development of solidarity initiatives</td>
<td></td>
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</tbody>
</table>
Stakeholders and relevant issues

In 2016, BNP Paribas Real Estate’s Sustainable Development Department/CSR conducted a materiality study with the support of MATERIALITY-Reporting to identify the most relevant issues for the company’s development and meet the expectations of its stakeholders. This study, structured in several stages, made it possible to create the materiality matrix from which we built our strategic CSR plan: Inspire Real Estate 2020.

Materiality matrix
The stages of the materiality study

1. Identification and criticality of our stakeholders

We carried out significant work in line with principle 1 of ISO 26000.

The methodology for stakeholder involvement is based on the GRI (Global Reporting Index) standards.

A document-based review with an international and sectoral benchmark, followed by a study of dialogue methods, made it possible to split the stakeholders into homogeneous groups and sub-groups.

This stakeholder mapping was presented to the Steering Committee composed of CSR leaders from the European countries where the company is located. A collaborative exercise was conducted to determine and validate the criticality of stakeholders.

2. Identification of significant topics
To identify significant issues, an analysis of the sector’s challenges on a national and international scale was carried out on the basis of the most recognised standards. 150 significant issues were considered, and this list was reduced to 50 important issues for the real estate sector. The Executive Committee then prioritised and selected 28 key issues for BNP Paribas Real Estate, while at the same time assessing areas of concern.

3. Consultation with stakeholders
We conducted a materiality study to identify the most relevant issues for the organisation’s development and to meet stakeholders’ expectations. To identify significant issues, an analysis of the sector’s challenges on a national and international scale was carried out on the basis of the most recognised standards. 150 significant issues were considered, and this list was reduced to 50 important issues for the real estate sector.

The Executive Committee then prioritised and selected 28 key issues for BNP Paribas Real Estate, while assessing the areas of concern.

4. Definition of the CSR strategic plan: Inspire Real Estate 2020
This prioritisation of issues has enabled us to determine our new vision and our 12 CSR commitments.

Graphical information showing the results of the consultation was sent to all stakeholders. It is also available in 7 languages.

- French
- English
- German
- Spanish
- Polish
- Italian
- Dutch
Our impact, risks and opportunities

The impact of the building and construction sector worldwide

<table>
<thead>
<tr>
<th>Energy consumption</th>
<th>GHG Emissions</th>
<th>Use of raw materials</th>
<th>Water consumption</th>
<th>Land use</th>
<th>Recycled construction waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>40%</td>
<td>33%</td>
<td>30%</td>
<td>25%</td>
<td>12%</td>
<td>~50%</td>
</tr>
</tbody>
</table>

BNP Paribas Real Estate’s impact

On a global scale, BNP Paribas Real Estate has a number of effects on:

- its natural environment,
- the communities and civil society in which the company operates,
- the economies of the countries in which it operates.

ECONOMIC IMPACTS

- **Competitiveness:** significant direct and indirect economic impact on peripheral sectors of activity: services, trade, infrastructure development, employment and growth of partner companies.
- **Local contribution:** creation of jobs and wealth with a direct impact on the regional economy through employment and tax contribution.
- **Connectivity:** access to communication hubs and a key economic role in local industry.

SOCIAL IMPACTS

- **Employment:** taking into account workers’ conditions in relation to their health and safety (atmospheric conditions, occupational diseases, noise exposure).
- **Human rights:** respect for human dignity and responsible processing of personal data (images from video surveillance systems).
- **Responsibility:** taking into account customer expectations to provide the best possible products & services, measures for improving health, safety and well-being through our offer.
- **Society:** development of social well-being and social inclusion.

ENVIRONMENTAL IMPACTS

- **Climate and air:** air quality, carbon emissions and energy expenditure at all stages of the value chain.
- **Pollution and water:** avoid soil degradation, contamination and pollution. Reduce threats to biodiversity. Improve water management (consumption and wastewater) and a sustainable use of natural resources.
- **Noise:** reduction of noise pollution for local residents and on-site workers.
- **Transport:** important role of buildings for the sustainable transport of people and goods (development of local multimodal networks).
In accordance with French Act No. 2017-399 of 27 March 2017 on the duty of vigilance of parent companies and contracting companies, the analysis carried out resulted in the definition of an action plan. This action plan includes a mapping of environmental and social risks at BNP Paribas Real Estate level, aiming at being rolled out across all businesses in France and abroad. Specific procedures and controls to reduce these risks and ensure compliance with the regulations and directives and internal rules of the BNP Paribas group and BNP Paribas Real Estate are also implemented.

Opportunities

A dedicated research team

BNP Paribas Real Estate’s Research Department conducts market analysis by identifying sources of value creation for our clients. This data allows us to anticipate market trends and make strategic decisions throughout the real estate lifecycle, from property management to transactions, advisory and expertise. More than 50 real estate experts are dedicated to research in Europe. They provide pan-European and local market analysis for the countries in which we operate or with which we have alliances. They also produce global and more local market summaries on specific topics such as delivery schedules, supply, rents, vacancy rates, investment volume and yields.

Findings

- A growing willingness by users to rent offices with environmental certifications.
- Well-being and value in use are at the heart of real estate operators’ concerns.
- New technologies, including the gradual integration of New Information and Communication Technologies (NICTs)
- A financialisation of real estate, whose economic performance is directly related to the quality of occupation and management.

Trends in the real estate sector

In 2019, INVESTMENT VOLUMES HIT NEW RECORDS IN EUROPE:

Total investment volume reaches €281bn in 2019, rising (+3%) compared to the the all-time record year 2018.

- Office investment was buoyant with a growing share of 47%, rising to €132bn (+6% vs 2018) which is a record volume for the sector.
- The investment in the retail segment dropped by 17% and reached €43bn. Its share of total investment is now 15% vs 19% in 2018.
- After exceptionally high levels since 2017, industrial & logistics investment slightly rose again in 2019 (+1%) to reach €38bn, this result being 25% over the five-year average.
- Hotels investment volume is slightly progressing, €24bn in 2019, representing 8% of the investment volumes.

In 2020, considering the sanitary crisis that affects economies on a global scale, investment volumes are expected to decline. Real estate investments however continue to raise strong interest from investors and attract capitals.
CSR Management

A department responsible for CSR

Created in 2016, this department reports to the Executive Board and is led by Catherine Papillon. It comprises a team of 3 people and has a transversal role that involves all of the company’s business lines and activities.

A unique part of our company, this department also relies on a network of 47 representatives from our different countries and businesses: the CSR Leaders, located in more than 9 countries.

Tasks and responsibilities:
- Define BNP Paribas Real Estate’s new CSR policy and ensure that it is deployed across all our business lines, functions and countries.
- Measure the performance of this strategy and provide reporting.
- Support teams in integrating CSR issues into their activities. Sensitise and train them on these subjects.
- Monitor developments in CSR and sustainable development.
- Enhance our initiatives internally and externally.
- Represent the company in the various bodies of the real estate network.
- Manage the company’s corporate philanthropy actions.

“Our work is based on clear commitments to anticipate the way we design, build and live in office and residential buildings, to take part in the economic and social life of the cities where we operate, to develop the skills of our employees, to support disability and to encourage diversity, whilst at the same time respecting the environment.”

Catherine Papillon, Chief Sustainability/CSR Officer.

A first large-scale initiative: The perception of our CSR commitment by our stakeholders

As part of our 2016 materiality study, we surveyed 6,600 stakeholders in Europe about their perception of our commitment to social responsibility. The results give us a snapshot of their views.
Our economic responsibility

Build innovative product and service offerings with our customers and partners in an ethical and responsible manner.

1. Strengthen partnerships and co-development with our key stakeholders

2. Develop a responsible and innovative service offer

3. Ensure ethics and governance with complete transparency
Co-development with our key stakeholders

Stakeholders that rate the level of the company's CSR approach as “PIONEERING” or “COMMITTED”

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>2016</th>
<th>53 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>End of 2020 Target</td>
<td>55 %</td>
</tr>
</tbody>
</table>

In 2019

80% of employees are proud to work for BNP Paribas Real Estate

Suppliers having signed our sustainable procurement charter

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>2016</th>
<th>90 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>End of 2020 Target</td>
<td>90 %</td>
</tr>
</tbody>
</table>

Strengthen partnerships and co-development with our key stakeholders

- We are committed to developing and maintaining strong and transparent relationships with a wide range of stakeholders in our various activities.
- We practice open, honest and two-way communication.
- We recognise the mutual benefits that result from this sincere and transparent commitment, for both our company and our partners.
- We are attentive to their present and future needs.

Action Plan

1. Formalise a regular and direct engagement plan with our stakeholder groups to ensure that we understand their expectations, issues and concerns.
2. Raise employee awareness of BNP Paribas Real Estate’s commitment to them.
3. Monitor the overall commitment and level of satisfaction with our relationship with them.

Listening to our customers

We recognise the mutual benefits that result from this sincere and transparent commitment for both our company and our business partners. We are attentive to their present and future needs. We practice open, honest and two-way communication and an information approach with local residents.

We constantly strive to serve the best interests of our clients with diligence, fairness, neutrality and discretion, and within the framework of laws and regulations. We strive daily to implement the following key principles to ensure that all of our clients' interests are protected:

- Provide appropriate solutions
- Provide accurate and clear information
- Ensure transparency
A commitment to our employees

70% of employees participate in the annual satisfaction survey "Global People Survey" in Europe (2018)

Meetings with employee delegates / work council ("CE") / single employee delegation ("DUP") / social and economics committee ("CSE")

2 Inter-Work Council ("CE") meeting

In France (2018)

When they start at the company, all BNP Paribas Real Estate employees in France are given an HR kit consisting of fact sheets on:

- the organisation of working time
- paid leave and time off in lieu
- other leaves and absences
- benefits (shares, pension and health insurance)
- an information sheet on the paperless processing of the pay slip and an "Employer Promise" brochure
- the integration seminar for all employees on permanent contracts.

This welcome procedure is combined with:

- internal information procedures including a corporate and individualised social assessment
- internal e-mails
- articles in the online openspace, in special editions
- dedicated HR pages on the intranet (my daily HR, recruitment, training, mobility and career management)
- Mov'in (mobility platform) and workshops at the headquarters.

The Global People Survey (GPS)

The GLOBAL PEOPLE SURVEY (GPS) is an annual internal survey designed to determine BNP Paribas Group employees’ expectations and to measure perceptions of the company. Since 2013, this survey has been an important indicator in the dialogue with internal stakeholders.

Partnerships with our suppliers

Balanced relationships

BNP Paribas Real Estate aims to develop balanced relationships with its suppliers, in line with its environmental and social commitments. Three key principles guide our purchasing: fairness and transparency in the selection of suppliers, the search for the best cost/quality/risk ratio and the search for innovative solutions.

We ensure that our consultations are open to companies in the protected and adapted sector. Being a buyer at BNP Paribas means working with suppliers in compliance with five requirements, which all our employees are aware of:

- compliance with laws, regulations and professional standards applicable to the entities concerned
- the protection of the group’s reputation
- fairness in the choice of suppliers
- confidentiality in the exchange of information
- independence from suppliers and management of conflicts of interest

Decision traceability

Our procedures and tools aim to ensure the traceability of decisions in the choice of suppliers.

- Pre-qualification: For any consultation, we pre-qualify your company on the basis of financial health and economic dependence. Without being discriminatory, they condition the development of balanced relationships.
- Consultation: We inform you of the general rules of the consultation before it is launched, by way of the signing of a preliminary agreement.
- Decision: We are looking for financially sound suppliers who offer us competitive solutions that can contribute to BNP Paribas Group’s ambitions in terms of quality, innovation and sustainable development.
- Relationship monitoring: After the signing of the contract, we constantly strive for balanced relationships and promote the provision of mutual expertise. If necessary, we define with you shared progress plans.
- Payment: To improve the processing of your invoices, we provide you with a guide for the metropolitan France area, specifying the formats and contents that need to be respected.

We pay particular attention to the CSR (Corporate Social Responsibility) policy of suppliers when analysing offers. To find out more, please refer to the BNP Paribas Supplier CSR Policy.
Good practice

Value in use of real estate

A sector study involving several real estate players made it possible to assess and quantify the impact of an office building on the comfort and productivity of its occupants. In partnership with: Gecina, Foncière des Régions, Bouygues Construction, Sercib, Ivanhoe Cambridge, EDF, Engie, Bolloré, Saint Gobain.

Learn more

360° User Experience

In order to ensure the well-being of occupants by optimising their comfort and satisfaction, BNP Paribas Real Estate Property Management has created a catalogue of tailor-made services to improve the user experience and the digitalisation of services.

Learn more

Supplier commitments

This is the result of the work of a working group composed of CSR Leaders, representing our various business lines, functions and countries, with the aim of strengthening the ethics and transparency of our relations with our suppliers. This charter also illustrates one of our commitments to economic responsibility “Create innovative product and service offerings, with our customers and partners, in an ethical and responsible way”. 

Learn more
Develop a responsible and innovative service offer

Key indicators include

% of the company’s business lines that have signed BNP Paribas Real Estate’s responsible growth charter

End of 2020 Target 100%

Meet the expectations of customers and society

- Develop our product and service offering to meet current and future market needs, in order to maximise customer satisfaction.
- Promote a culture of innovation to better identify and seize new market opportunities.
- Improve our operational excellence and performance by offering functional, efficient and responsible products and services.

Action plan

1. Set up workshops bringing together CSR leaders at a European level to discuss and draw up action plans on the “Quick wins” actions to be implemented to improve our CSR performance
2. Promote/make known innovations in line with our commitments in terms of sustainable development (define means and channels), both internally and externally
3. Identify and promote the components of a value-creating offer (tangible and intangible) for the consumer, and measure performance: identify and test new technological and digital solutions for more efficient buildings and services (smart connectivity). Identify products and offers for the Health and Wellbeing of occupants. Physical (people with reduced mobility), multimodal and transport access.

New responsible services

- Consider environmental impacts, including energy and resource use (raw materials, water, waste…) and product management (product life cycle and circular economy).
- Promote the use of renewable energies.
- Include resistance to change due to climate risks.
- Certify buildings with a green approach: reduce the footprint of all our activities under management (certification and standards to improve the performance of asset resources).
| DIGITALISATION          | • Install “smart” meters or meters to measure different uses of energy and water.  
|                        | • Prepare for future reporting of GHG emissions.  
|                        | • Enhance the sensitive use and transfer of customers’ personal data, ensuring sufficient data security.  |
| TRANSPARENT LABELLING  | • Facilitate access to relevant and clear communication to demonstrate sustainability performance to stakeholders and enable partners to systematically apply and integrate Social and Governance Environmental criteria into investment and lending decisions.  
|                        | • Identify areas for improvement of future marketing policies, our products and services, and improve our relationship with clients (client satisfaction survey).  |
| HEALTH AND WELLBEING   | • Providing open, flexible workspaces designed to encourage informal interaction is now linked to better workplace learning.  
|                        | • Provide occupants with flexible space to respond to changes in lifestyles and work patterns.  
|                        | • Use responsible technologies, including an energy centre within managed buildings, air quality controls, presence-controlled lighting, noise reduction, solar tubes, smart water systems and a green roof.  |
| PRODUCTIVITY           | • Provide and guarantee a safe and healthy environment in the buildings managed by BNPPRE for tenant clients and tenants  
|                        | • Provide employees with the opportunity to achieve a good work-life balance.  
|                        | • Develop the integration of cleaning services with healthy and environmental objectives.  
|                        | • Improving productivity and reducing absenteeism brings financial benefits. Proximity facilities such as fitness facilities, childcare, public transport and coffee break areas influence productivity and well-being.  |
| ACCESSIBILITY          | • Make products and services and distribution channels as accessible as possible to people with physical disabilities or impairments.  
|                        | • Transport: Promote sustainable and healthy transport strategies to reduce travel demand and car dependency.  |
| INCLUSION              | • Develop the relationship between an asset and the community, and its contribution to the well-being of society (entrepreneurship, job creation, education, effective communication, philanthropic charities and engagement with community groups).  
|                        | • Monitor the impact on communities through a quality of life score. The Sustainability Index assesses seven broad categories of community liveability: housing, neighbourhood, transportation, environment, health, commitment and opportunities. |
Innovative best practices

Optimize the environmental performance of in-use assets

BNP Paribas REPM has developed a range of services to analyze the energy profile of a real estate asset and propose solutions to improve its environmental performance. Tools and services for real-time monitoring, remote monitoring and maintenance, intelligent planning of interventions, optimization of energy supplies... As a guarantee of safety, responsibility and quality mark, environmental certification is also an integral part of the services provided. To study the possibilities of environmental certification, based on the results of a pre-audit, an action plan is drawn up that includes the management of service providers, the management of change with users and the work necessary for the asset to be certified.

Green Building & City Solutions Awards

The Green Building Solutions Awards are an international competition organised by the Construction21 network. It highlights buildings and exemplary solutions that contribute to the fight against climate change.

Start-up incubator

BNP Paribas Real Estate supports Immowell Lab, a start-up incubator dedicated to well-being through real estate. The objective is to make a list and sourcing of the most relevant start-ups. 4 are currently being tested (POC) in our Innovation Street.

WiredScore

BNP Paribas REIM France has obtained WiredScore certification for 3 funds and an international label assessing the Internet connectivity of office buildings for two of its Paris Region assets. The WiredScore label allows more transparency by providing users and owners with all the information related to the connectivity of their office space.

Smart Building and Smart City

The Smart Building and Smart City concept makes it possible to bring together a network of large groups and start-ups around innovation.
Guaranteeing transparent ethics and governance

Employees who have completed the annual compliance and ethics training courses

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>90 %</th>
<th>90 %</th>
<th>92 %</th>
<th>90 %</th>
<th>89 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
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<td>2016</td>
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</table>

Significant incidents resulting in a major corrective action plan

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>5,0 %</th>
<th>5,8 %</th>
<th>10,0 %</th>
<th>10,7 %</th>
<th>5,8 %</th>
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</thead>
<tbody>
<tr>
<td>2019</td>
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<tr>
<td>2016</td>
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</table>

The Compliance Department

BNP Paribas Real Estate is committed to conducting its activities in compliance with laws and regulations, and in accordance with the highest standards of ethics. As a major player in the real estate sector, our International Executive Board has made integrity and reputation a priority. This allows us to maintain our reputation for honesty, quality and integrity at a high level. Complying with the laws, regulations and professional standards specific to their activity is an essential requirement for all BNP Paribas Real Estate employees. BNP Paribas Real Estate's Compliance Department ensures that the company and its employees respect them.

Fabrice BLIN, Chief Compliance Officer

As a major player in the real estate sector, our International Executive Board has made integrity and reputation a priority. We strive to inspire the trust of our customers. To do this, we regularly train and support our employees so that they understand our compliance policies and act in the best interests of our clients.

Our compliance and ethics commitments

As a member of the BNP Paribas Group, we believe that the success of BNP Paribas Real Estate depends directly on the behaviour of each employee. The BNP Paribas Group Code of Conduct aims to provide employees with a framework for making decisions and actions based on professional expertise, integrity and a deep sense of ethical responsibility. Although there can never be strict rules that apply to all situations, our Code of Conduct is given to each employee upon arrival and is intended to be used with personal judgement to ensure that the spirit of the Code is always respected.

The BNP Paribas Group's Code of Conduct defines:

- Our mission and values: what we represent and the key principles that guide our actions and decisions
- Rules of conduct: specific rules shared and implemented by all employees, in accordance with our values and ethical standards
- Code of Conduct in Practice: clear guidelines and expectations for employees on how to apply the Code.

Through this code, BNP Paribas Real Estate defends its values of expertise, proximity, responsibility and innovation development.
The importance of our clients’ interests

At BNP Paribas Real Estate, we always seek to put our clients at the centre of our focus. We constantly strive to serve their best interests with diligence, fairness, neutrality and discretion, within the framework of laws and regulations. Protecting our clients is indeed our fundamental duty, and is essential to maintain their trust. We are committed to providing products and services that best meet their needs and expectations, ensuring transparency, preventing and managing conflicts, and respecting professional secrecy and client confidentiality.

Zero tolerance for corruption

For BNP Paribas, corruption is completely unacceptable under any circumstances. It must not be tolerated and must be actively fought. The participation of an employee in an act of corruption is professional misconduct. The participation of a partner in an act of corruption must result in the immediate termination of the commercial relationship. The prevention and detection of corruption are an essential part of BNP Paribas Real Estate’s compliance system. Whatever the circumstances and interests at stake, the fight against corruption is the responsibility of all BNP Paribas Real Estate employees.

Professional ethics

Compliance ensures that the personal private interests of employees do not take precedence over their professional responsibilities. BNP Paribas Real Estate has implemented strict rules of professional conduct, which are part of the Group’s Code of Conduct, with the aim of protecting the Group and its employees against the risks of corruption, market abuse and conflicts of interest. For example, BNP Paribas Real Estate prohibits the practice of giving or receiving gifts and instead donates some of the amounts usually allocated to this practice to charitable organisations.

Compliance and ethics procedures

Financial security

Our compliance procedures to ensure financial security are extremely important to our operations and aim to protect against money laundering, prevent corruption and terrorist financing, and comply with ever-changing financial requirements, including international financial sanctions and embargoes.

These procedures are described in the BNP Paribas Group Code of Conduct and are based on:

- our ethical values and principles of exemplary conduct
- the laws in the countries in which we operate
- European regulations
- recommendations from international organisations

The Ethical Alert Right

BNP Paribas Real Estate has set up an ethical alert right procedure for all employees when they are wondering about possible shortcomings within the company. Each employee, in any business activity they carry out or of which they are aware, must ask themselves the question of compliance with ethical principles. If they have any doubts, they refer them to their hierarchy. If the employee does not wish to do so, they can then place themselves within the framework of the ethical alert right system and contact the compliance officer of their entity. Anonymity is guaranteed and protection against any retaliation measures is ensured.
The Risk Department

Against a backdrop of increasingly complex regulatory requirements and tighter controls, the BNP Paribas Group has centralised risk. In November 2015, the Risk Department of BNP Paribas Real Estate, “RISK RE”, was created and covers the 6 business lines and the 13 countries where the company operates. Totally independent from the business lines, it is organised around four dedicated teams:

- Real Estate Development (office and residential real estate in France and abroad): to support the development of the business within the fiscal, regulatory and legislative framework in force, in line with the Group’s risk policy and in compliance with financial performance criteria.
- Investment Management: to support the development of the business when launching new investment funds, when selecting and allocating assets, and to analyse the risks for the various real estate funds under management in connection with local AIFM risk managers.
- Operational Risk covering the 6 business lines: to analyse and challenge the effectiveness and quality of the control system mainly through supervision missions and to provide independent reports and alerts on critical issues of concern.
- Data Protection: to monitor compliance with the GDPR in regard to the regulations in force and the rules defined by the BNP Paribas group, to inform and advise the teams that process data on their obligations, to provide advice on request concerning the impact assessment relating to data protection and verifying its execution, acting as a contact point for the supervisory authority in France on questions relating to processing.

RISK aims to be a partner of our business lines by contributing to their sustainable development, but also a gatekeeper to ensure the compatibility between the risks taken and the risk appetite of the Group and its strategy.

Risk RE is the Group’s second line of defense for the relevant risk management activities of its direct responsibility: financial risks, market risks, operational risks, risks linked to data protection.

As such, RISK RE is integrated into the governance of BNP Paribas Real Estate and is a member of the business decision-making committees. The Risk Director is a member of the International Executive Committee, the Central Functions Committee and the Internal Control Committee.

Risk monitoring (anticipation, evaluation, alerts, monitoring of action plans targeted by the business lines) is ensured through the production of quarterly and annual reviews intended for managers of BNP Paribas Real Estate and BNP Paribas group.
Our environmental responsibility

Reduce the environmental impact of our activities and make environmental quality a tangible and intangible performance driver

4. Take into account the challenges of climate change in our service offerings

5. Reduce the direct and indirect environmental impact of our activities

6. Make the environmental quality of our products and services a financial performance and use driver
# Taking into account the challenges of climate change

## Internal operations

GHG TeqCO₂ emissions per employee (FTE)

<table>
<thead>
<tr>
<th>Scope 1/2 &amp; 3 – Business Travels</th>
</tr>
</thead>
<tbody>
<tr>
<td>End of 2020 Target</td>
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<tr>
<td>2019</td>
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<tr>
<td>2018</td>
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<tr>
<td>2017</td>
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<tr>
<td>2016</td>
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</tbody>
</table>

## Products and services

### Development France

Corporate Real Estate

Energy savings achieved in relation to thermal regulations* / Project kWh/sqm

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>35 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>46 %</td>
</tr>
<tr>
<td>2018</td>
<td>NA (No delivery completed for corporate development in 2018)</td>
</tr>
<tr>
<td>2017</td>
<td>51 %</td>
</tr>
<tr>
<td>2016</td>
<td>37 %</td>
</tr>
</tbody>
</table>

**2016: 100% OF BUILDINGS UNDER THERMAL REGS 2012
2017: 50% OF BUILDINGS UNDER THERMAL REGS 2005 AND 50% OF BUILDINGS UNDER THERMAL REGS 2012

### REIM France

Assets with an energy age older than the year 2000

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>66 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>79 %</td>
</tr>
<tr>
<td>2018</td>
<td>77 %</td>
</tr>
<tr>
<td>2017</td>
<td>71 %</td>
</tr>
<tr>
<td>2016</td>
<td>64 %</td>
</tr>
</tbody>
</table>

**2016: 19% OF BUILDINGS UNDER THERMAL REGS 2005 AND 81% OF BUILDINGS UNDER THERMAL REGS 2012
2017: 100% OF BUILDINGS UNDER THERMAL REGS 2012

### Property management

Energy consumption of the common parts of managed buildings (kWh EP/year/sqm)

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>40</th>
</tr>
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<tbody>
<tr>
<td>2019</td>
<td>41</td>
</tr>
<tr>
<td>2018</td>
<td>42</td>
</tr>
<tr>
<td>2017</td>
<td>42</td>
</tr>
<tr>
<td>2016</td>
<td>44</td>
</tr>
</tbody>
</table>
2020 targets

74% of company vehicles average emissions ≤ 110g CO2/km (NEDC)

74% of completed development in Corporate and Residential Real Estate benefit from a carbon footprint

74% of renewable electricity backed with guarantee of origin for Property Management in UK

Take into account the issues of climate change in our operations, and in our products and services

- The impact of our operations and our product and service offerings on the climate are taken into account through our commitments and improvements we monitor thanks to our environmental performance indicators, related to energy savings and Greenhouse Gas emissions.

Action plan

As part of our Inspire Real Estate 2020 strategy, our carbon footprint and the energy efficiency of our buildings are quantified through our performance indicators. We aim to measure consumption, draw up a carbon footprint of products/services, improve energy efficiency, establish a compensation programme for residual emissions, etc.

Reduction in energy consumption and GHG emissions

Low Carbon District

BNP Paribas Real Estate is a founding member of the BBCA association and a sponsor partner of the first Low Carbon District reference framework. We have already been involved in contributing to the creation of the first low-carbon pilot district, a global development approach aimed at reducing the carbon footprint of buildings and uses at a district level.

Learn more

2019 Low Carbon Developer Ranking

BNP Paribas Real Estate comes in 4th place of the top 10 French low-carbon real estate developers, with five projects: two have already obtained the BBCA Construction label – which certifies the exemplary carbon footprint of a building – and three are being requested.

The Low Carbon Building development Association, of which BNP Paribas is a founding member, is committed to actively fight climate change through low-carbon construction.

Learn more

“Cube 2020” Prize

BNP Paribas Real Estate is a member of IFPEB (the association awarding the Cube 2020 prizes) and is an official supporter of these prizes. In 2016, REIM France was awarded a gold cube in the category “Best stock improvement”. This competition highlights initiatives that contribute to energy savings and the reduction of GHG emissions in corporate buildings.

Learn more

Energy efficiency

BNP Paribas Real Estate & REIM France have been signatories to the Charter for Energy and Environmental Efficiency of Public and Private Corporate Buildings since 2013. This charter requires signatories to improve the energy performance of their stock by working on user behaviour, equipment consumption management and building renovation.

Learn more
### Sustainable transport

<p>| | |</p>
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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>18</strong></td>
<td>Parking spaces for electric vehicles (headquarters)</td>
</tr>
<tr>
<td><strong>20</strong></td>
<td>Parking spaces reserved for bicycles (headquarters)</td>
</tr>
<tr>
<td><strong>6</strong></td>
<td>Electric bicycles available for employees (headquarters)</td>
</tr>
</tbody>
</table>

#### Soft transport and carpooling

In its catalogue of company cars, the company offers a wide range of electric and/or hybrid cars. In France, as a result, the average CO2 rate of the fleet (224 cars) fell below 110 g/km in 2016. In March 2018, BNP Paribas Real Estate launched a home-to-work carpooling solution with the Klaxit carpooling application, which allows employees to save money, help protect the planet and meet new colleagues.

#### Electric bicycles

The aim of this pilot scheme is to reduce the use of personal vehicles, for short to medium journeys. 6 bicycles have just been made available to employees at the headquarters, and they can use the bicycles during work hours by registering on a platform. If the pilot scheme is successful, other bicycles will be put into service, and the service can be rolled out at other sites.
Optimise our environmental footprint and promote the circular economy

Our key indicators include

Paper from responsible sources

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>100 %</th>
</tr>
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<tbody>
<tr>
<td>2019</td>
<td>81 %</td>
</tr>
<tr>
<td>2018</td>
<td>75 %</td>
</tr>
<tr>
<td>2017</td>
<td>72 %</td>
</tr>
<tr>
<td>2016</td>
<td>48 %</td>
</tr>
</tbody>
</table>

Recycled waste

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>80 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>12 %</td>
</tr>
<tr>
<td>2018</td>
<td>28 %</td>
</tr>
<tr>
<td>2017</td>
<td>13 %</td>
</tr>
<tr>
<td>2016</td>
<td>28 %</td>
</tr>
</tbody>
</table>

Improve the sustainability of our assets, the circular economy and reduce environmental risks

- We are committed to reducing and recycling our waste and minimising landfill, and we also encourage the use of recycled and environmentally friendly materials in the design of new projects.
- We focus on water management and quality in the development and operation of our assets, including improved rainwater management and innovation to promote more efficient water use.
- We fight against food waste in the management of our group restaurant through awareness and sales forecasting.

Innovative good practice

Action plan

1. Generalise life cycle assessments (LCA) in Real Estate Development
2. Establish partnerships with start-ups to reduce waste on construction sites
3. Engage in a circular economy approach in line with the signing of the Circolab Charter in France
Less Plastic

BNP Paribas Real Estate commits itself to the circular economy in the operation of its head office. Reusable cups for all beverages served are now being offered in order to put an end to single-use plastic since April 2019. Our partner, NEWCY, is responsible for collecting, washing - this is contracted out to a company promoting the integration of people with disabilities - and distributing cups, thus forming part of a circular approach. In the second quarter 2019, more than 43,000 cups were reused, avoiding more than 220 kg of waste.

An arboretum in Paris

Under the leadership of the International Council on Biodiversity and Real Estate (CIBI), which is behind the BiodiverCity® labels, a collective of urban and nature players has launched an international call to integrate biodiversity in cities. A first signature was organised at MIPIM in March 2018, the international real estate exhibition in Cannes, in the presence of the managers of some forty companies in the sector, including BNP Paribas Real Estate.

Urban farm

Laboratory, demonstrator, collective vegetable garden and relaxation area: this is what BNP Paribas Real Estate urban farm is offering its employees having converted its open-air headquarter terraces in spring 2018. It is an opportunity to experiment with urban cultures and create a community of employees/gardeners. 26 vegetable plots are intended for the site’s employees and are run by a Community Farmer.

Beehives for all

Aware of the environmental challenges related to biodiversity, BNP Paribas Real Estate has had three beehives on the roof of its headquarters since 2013. This project brings employees together around a common initiative, contributes to pollination and the development of biodiversity in urban areas.

Signing of the “Biodivercity” charter

Under the leadership of the International Council on Biodiversity and Real Estate (CIBI), of which BNP Paribas Real Estate is member, is behind the BiodiverCity® labels, a collective of urban and nature players has launched an international call to integrate biodiversity in cities. A first signature was organised at MIPIM in March 2018, the international real estate exhibition in Cannes, in the presence of the managers of some forty companies in the sector, including BNP Paribas Real Estate. This charter, which includes 10 key initiatives, commits its signatories to integrating living things into any urban project.
Environmental quality of our products and services

Development France

<table>
<thead>
<tr>
<th>Delivered sqm certified in Corporate Real Estate</th>
<th>Certified completed units (Residential)</th>
<th>Completed development reaching one of the two highest levels of certification (Corporate)</th>
<th>Employees who believe that the company respects the environment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>End of 2020 Target</strong></td>
<td><strong>End of 2020 Target</strong></td>
<td><strong>End of 2020 Target</strong></td>
<td><strong>End of 2020 Target</strong></td>
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<tr>
<td>100 %</td>
<td>100 %</td>
<td>100 %</td>
<td>75 %</td>
</tr>
<tr>
<td>2019</td>
<td>2019</td>
<td>2019</td>
<td>2019</td>
</tr>
<tr>
<td>100 %</td>
<td>39 %</td>
<td>100 %</td>
<td>72 %</td>
</tr>
<tr>
<td>2018</td>
<td>2018</td>
<td>NA (no delivery in 2018)</td>
<td>2018</td>
</tr>
<tr>
<td>NA (no delivery in 2018)</td>
<td>55 %</td>
<td>NA (no delivery in 2018)</td>
<td>2018</td>
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<tr>
<td>100 %</td>
<td>60 %</td>
<td>100 %</td>
<td>73 %</td>
</tr>
<tr>
<td>2017</td>
<td>2017</td>
<td>2017</td>
<td>2017</td>
</tr>
<tr>
<td>100 %</td>
<td>86 %</td>
<td>100 %</td>
<td>73 %</td>
</tr>
</tbody>
</table>

Make environmental quality a driver of financial and operational performance

- Environmental certifications are a key means of demonstrating the quality of our products and services, and value creation.
- These accreditations are used to validate the integration of key environmental aspects into our projects, from design to development and operational management.
- We can also demonstrate our compliance with national and international regulations, and assess our sustainable development performance against our peers.

Action plan
1. Guarantee our buildings by aiming for the highest levels of certification.
2. Sensitise and support our customers with adapted offers and products, for efficient use (investors and occupiers).

Property Management International
Certified surfaces managed

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<tbody>
<tr>
<td>59 %</td>
<td></td>
<td>30 %</td>
<td>14 %</td>
<td>14 %</td>
<td>19 %</td>
</tr>
</tbody>
</table>

of major renovations are certified (2020)
Innovative good practice

Our headquarters are certified HQE Exploitation, with an Exceptional rating!

Following the last audit carried out in July 2019, our head office in Issy-les-Moulineaux is certified NF HQE Tertiary Buildings in Operation. Issued last September by Certivéa, this certification highlights the sustainability of: the operation of our offices (Exceptional level), the building (Excellent level) and management (Excellent level).

Residential: A certification for everyone

BNP Paribas Real Estate is the first French developer to obtain “Habitat Environnement” certification in the Greater Paris Region for a housing project in Courbevoie. Since 2006, we have more than 11,000 certified housing units and 3,973 in the process of being certified.

Low-carbon housing

The Montreuil Baumarchais development is exemplary, with a total of 2 certifications: H&E certification (energy performance level: -20%) and MINERGIE P, in addition to the BBCA label. It is also part of the E+ C- initiative. The development is low carbon and has also received the Coup de Coeur of Internet users at the Green Solutions Awards.

“Green” investment

For the Next Estate Income Fund, which focuses on sustainable development, BNP Paribas Real Estate Investment Services manages a portfolio of office buildings totalling EUR 300 million (DGNB Silver certified in Hamburg/Munich and HQE certified in Paris).

Ecowest is double certified

The “ECOWEST” buildings are BREEAM EXCELLENT and HQE EXCEPTIONAL certified for 59,000 sq m of office space. In addition to the use of ecological building materials, the buildings integrate optimised energy and water management thanks to computer control that allows consumption to be measured and adjusted, malfunctions to be detected and maintenance to be made more straightforward.

Zenora: A European performance

The two ZENORA buildings obtained high levels of environmental certifications during the design phase: BBC label, HQE passports EXCEPTIONAL level, BREEAM international certificates OUTSTANDING level, a score of 85% for VEGA and a score of 92% for NODA, and the environmental quality charter of the City of Issy-les-Moulineaux, ISSEO + level.
Our social responsibility

Encourage the development and commitment of our employees.

7. Provide a healthy, flexible and innovative working environment that promotes the well-being of employees

8. Promote the diversity, equal opportunities and employability of our teams

9. Strengthen the CSR skills of our teams
A working environment that promotes the health and well-being of employees

Employees who feel that their work provides them with a sense of personal accomplishment

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>75 %</th>
<th>73 %</th>
<th>75 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>71 %</td>
<td>72 %</td>
<td>64 %</td>
</tr>
<tr>
<td>2018</td>
<td>74 %</td>
<td>71 %</td>
<td>69 %</td>
</tr>
<tr>
<td>2017</td>
<td>74 %</td>
<td>71 %</td>
<td>72 %</td>
</tr>
<tr>
<td>2016</td>
<td>72 %</td>
<td>70 %</td>
<td>70 %</td>
</tr>
</tbody>
</table>

Employees who believe they have a good work/life balance

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>73 %</th>
<th>73 %</th>
<th>75 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>72 %</td>
<td>72 %</td>
<td>75 %</td>
</tr>
<tr>
<td>2018</td>
<td>71 %</td>
<td>71 %</td>
<td>64 %</td>
</tr>
<tr>
<td>2017</td>
<td>71 %</td>
<td>71 %</td>
<td>69 %</td>
</tr>
<tr>
<td>2016</td>
<td>70 %</td>
<td>70 %</td>
<td>70 %</td>
</tr>
</tbody>
</table>

Employees who endorse the company as an excellent employer

<table>
<thead>
<tr>
<th>End of 2020 Target</th>
<th>75 %</th>
<th>73 %</th>
<th>75 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>64 %</td>
<td>64 %</td>
<td>64 %</td>
</tr>
<tr>
<td>2018</td>
<td>69 %</td>
<td>69 %</td>
<td>69 %</td>
</tr>
<tr>
<td>2017</td>
<td>72 %</td>
<td>72 %</td>
<td>72 %</td>
</tr>
<tr>
<td>2016</td>
<td>70 %</td>
<td>70 %</td>
<td>70 %</td>
</tr>
</tbody>
</table>

Provide a healthy, flexible and innovative working environment that promotes the well-being of our employees

- We recognise that our people are a differentiating factor in the marketplace and that the development, recognition and reward of results are essential to maintaining an engaged and efficient workforce.
- Engaged employees are more productive, passionate and inspired to innovate and deliver beyond standard performance.
- We are committed to maintaining working conditions that take into account the health, safety and well-being of our employees.

Action plan

- Develop flexible working arrangements as a key factor in the commitment and well-being of our employees (remote working, flex-office)

Fire Safety Training (Headquarters 2018)

90 People trained

Quality of Life at Work

As an employer, we ensure the well-being of our employees through our HR, social and environmental policies. To this end, a survey is conducted among all our employees on topics related to quality of life at work.

The latest results reveal that at BNP Paribas Real Estate, 74% of respondents believe that their work gives them a sense of personal achievement, and 71% generally manage to find a balance between their professional and private lives.

Furthermore, as a European commercial real estate player, we apply these same convictions to our clients in the buildings we build and manage. We are convinced that an office building that integrates comfort, quality materials and associated services has a direct impact on the well-being of its occupants. BNP Paribas Real Estate is currently carrying out a study on the intangible value of an office building in partnership with nine other real estate players.

The aim is to qualify and quantify the influence of layout, access to biodiversity, architecture or art that is integrated into the building on the comfort and productivity of these occupants. In order to do this, the survey examines in particular the impact of the services offered, the layout, access to biodiversity and the architecture and art that is integrated into the building. The deliverable will provide the entire real estate industry with a shared economic model.
Good practice

Well-being at work

Many services are offered to employees at BNP Paribas Real Estate’s headquarters, including: Concierge service, Singing Workshop, Sports/Fitness room, Hairdresser, Beautician, Nurse,…

Learn more (p54)

Enjoy your job

In 2014, the company launched its employer promise. It includes a series of concrete commitments to candidates, employees and other stakeholders.

Watch the video

Social Charters

BNP Paribas has signed an agreement with UNI Global Union on seven subjects relating to fundamental rights at work and the establishment of a global social framework.

The agreement applies to the 200,000 Group employees in 73 countries, including all BNP Paribas Real Estate staff.

Learn more
Diversity, equal opportunities and employability of our teams

5,400 employees abroad (with Strutt & Parker)

1,982 employees in France

51% women in the total workforce

28% women on the International Executive Committee

15 average training hours per employee

Rate of women among managers (France)

End of 2020 Target 45%  
2019 43%  
2018 43%  
2017 43%  
2016 43%

% of employees who have completed at least one training course during the year (International)

End of 2020 Target 81%  
2019 85%  
2018 79%  
2017 80%  
2016 77%

Employability of employees

Advancing our employees and developing their employability are essential in order to meet the organisation’s future challenges.

Once integrated, we aim to build your loyalty, and we set up a continuous support and monitoring system adapted to the specific expectations of each individual.

All employees benefit from an individualised interview with their supervisor and a performance review once a year, as well as a career review once every three years. Employees aged 55 and over can benefit from a second half of their career interview.

This monitoring is supported by three key tools:

1. Career management
2. Mobility
3. Training and skills development
Promote the diversity, equal opportunities and employability of our teams

BNP Paribas Real Estate is committed to integrating and protecting difference within the company, and trains its employees in diversity to make everyone’s work easier. Diversity is one of the main pillars of BNP Paribas Real Estate’s social responsibility. This is why we ask the company’s partners, as soon as they are recruited, to guarantee non-discrimination in the search for future employees.

Since 2005, we have been pursuing a proactive policy of combating discrimination and promoting diversity based on 4 pillars:

1. Employment of people and disability
2. Professional equality between men and women
3. Diversity and inclusion
4. Intergenerational diversity

Good practice

Women in Leadership

Since 2012, BNP Paribas Real Estate has been committed to women’s leadership. The Women In Leadership training programme aims at improving gender mixity and increase the visibility and leadership of women workers within the company. Since the start of the programme, more than 230 employees have participated.

Promoting diversity and fighting against all forms of discrimination

Since 2007, BNP Paribas has identified discrimination as one of its 30 major operational risks. In 2015, the Group placed diversity at the center of the “BNP Paribas Way,” a charter outlining the company’s main values. BNP Paribas decided to structure its actions by forming a dedicated team and committee, consisting of 35 Diversity Officers and representing the 74 countries where the Group operates, as well as all of its business lines and functions.

Seniors policy

Since 2010, senior employees have been receiving pre-retirement training. In terms of social responsibility, the company has been offering employees aged 58 and over two additional days of annual leave, and four days from the age of 60. This has been done since January 2014.

Involvement of people with disabilities

For missions entrusted to persons with disabilities such as computer seizures, document printing, etc. Since 2013, BNP Paribas Real Estate has been associated with the Centre de rééducation Professionnelle et sociale Jean-Pierre Timbaud de Nanterre.

Conferences

- “Does leadership have a gender?” from Julia de Funès, speaker, essayist and philosopher.
- Conference on disability by Inès Dauvergne.

Support of employees with disabilities

The company encourages all of its employees with disabilities to benefit from the Recognition of the Quality of Disabled Worker (RQTH) in order to provide them with adapted and individualised solutions, to adjust their work situation and to

Diversity in recruitment

The company is committed to promoting diversity in recruitment and to asking the company’s partners to guarantee non-discrimination in the search for future employees. BNP Paribas Real Estate is committed to integrating and protecting

Signatories of the Diversity Charter

BNP Paribas has signed the Diversity Charter to support and promote non-discrimination in the workplace, and to introduce policies that create and promote diversity.
expert consultant in human resources development.

- Diversity Week 2019, conference by Pete Stone, Franco-British bicultural expert on diversity, non-discrimination and interculturalism.
- Diversity Week 2018, conference by Patrick Schamitzky and testimony from the BNP Paribas MixCity Association, as part of Diversity Week, on the topics of stereotypes and Pride networks.

promote their professional integration. difference within the company.
Strengthen the CSR skills of our teams

Active at-risk employees* who have successfully completed Human Rights online training

End of 2020 Target

90 %

* Employees of CSR, Procurement & Risk departments

Develop the CSR skills of our teams

- Help our employees to better integrate the principles of sustainable development into their business lines and activities.
- Raise their awareness of the impacts of our activities so that they can reduce their causes
- Help employees to better dialogue with our stakeholders, and in particular our clients, on these social and environmental responsibility issues.

Action plan

1. Awareness plan (webinars, tools at their disposal).
2. Integrate CSR modules specific to each business line into training programs.
3. Integrate CSR into individual and collective performance.

European Sustainable Development Week – 2018

During the European Sustainable Development Week, BNP Paribas RE organised workshops, conferences and exhibition on : biodiversity, recycling & the circular economy, well-being and performance at work, solidarity and sustainable city.

Conferences

BNP Paribas Real Estate organised a conference on the decree making it mandatory to improve the energy performance of corporate buildings. This conference provided an opportunity to understand the obligations and measures to be taken for real estate.

Learn more

Co-development workshop

As part of Paris’ bid for the 2024 Olympic Games, BNP Paribas RE France organised a co-development workshop where employees, young architects and partners were invited to develop solutions for sustainable, low-cost, responsible games that can be shared by the greatest number of people.

Learn more
Our civic responsibility

Be a committed player in the real estate sector and support local initiatives.

10. Promote the knowledge and influence of CSR in the real estate sector

11. Support the development of the local economy

12. Support social initiatives
Promote CSR in the real estate sector

1 629
schoolchildren, students and young professionals supported (France, Germany, England, Italy)

39
Winners of the 'Prix des Espoirs de l'architecture BNP Paribas Real Estate' since 2007

Promote the knowledge and influence of CSR in the real estate sector

- Our goal is to help our communities prosper by focusing on 3 key areas: health and well-being, community relations and education about our business lines.
- We believe that we have the ability to make a positive contribution in these areas that correspond to our competencies and our experience.
- Our contribution is reflected in investment and community development initiatives focused on the real estate sector.

Action plan

1. Deploy an involvement plan to promote BNP Paribas Real Estate’s active contribution to its professional networks.
2. Have BNP Paribas Real Estate’s CSR performance acknowledged by recognised appraisers within 3 years.

Participate in real estate sector focus groups

As a major real estate player, BNP Paribas Real Estate must be at the heart of market developments by sharing the thoughts of professionals in its sector abroad. We actively participate in the activities of professional associations and federations, national and international working groups, including the German Sustainable Building Council, the Royal Institution of Chartered Surveyors in Germany and the German Society of Property Researchers and the HQE/France GBC association in France.

We are also very involved with organisations that contribute to the research and dissemination of the best solutions for sustainable real estate.

- the HQE France GBC association, which develops environmental assessment standards for buildings under construction, undergoing renovation and those being used;
- the French Institute for Building Performance (IFPEB), which is working on the most appropriate means for the widespread use of sustainable buildings in compliance with technical and economic constraints;
- CERTVEA and CERQUAL certifiers, who develop the most appropriate procedures to certify the quality of buildings and their use.
- The BBCA association (Low Carbon Buildings) of which we are a founding member.
**Good practice**

**Prix des espoirs de l'architecture BNP Paribas Real Estate**

With the "Prix des Espoirs de l'Architecture BNP PARIBAS REAL ESTATE" strives to:
- Combine its sponsorship actions for architecture and the young talents of tomorrow with a support action for young people.
- Make architecture students reflect on and raise their awareness of current architectural issues, particularly in terms of sustainable development;
- Foster synergies and create bridges between the academic and professional worlds.

**Construction 21**

BNP Paribas Real supports the Green Solutions Awards organised by the Construction 21 platform. This great initiative highlights exemplary solutions and innovations in sustainable development. The aim is to inspire the city’s construction professionals in their future building, eco-neighbourhood and infrastructure projects and thus contribute to maintaining global warming below 2°C.

**Palladio Foundation**

BNP Paribas Real Estate is a founding member of the Palladio Foundation, which works directly with all stakeholders who have or will have the responsibility of building the cities of tomorrow, by creating the necessary support tools for all.

**One building, one work of art**

BNP Paribas Real Estate undertakes to acquire and install a work of art in each new or renovated building. The company is one of the thirteen signatories to this charter, initiated by the Ministry of Culture.

**CSR challenges**

BNP Paribas Real Estate is a partner and member of the competition jury for companies, public authorities and institutions to promote CSR: CSR Challenges. It is a great tool to promote responsible approaches and corporate responsibility performance from communities and various organisations.

**Women in Architecture Awards**

BNP PARIBAS Real Estate supports the Women in Architecture Awards. In 2016, the fifth edition of the award was organised by ARVHA with the support of BNP Paribas Real Estate, Ciments Calcia, Rockwool, Technal and Unibail Rodamco. The prize was a great success, with 170 female architects applying and submitting 768 projects.
Support the development of the local economy

Support the development of the local economy and its dynamism

- BNP Paribas Real Estate has positioned itself as a player in the value creation chain in the real estate sector, and contributes to the development of its stakeholder network.
- As part of its activities, BNP Paribas Real Estate generates economic benefits for various sectors of activity.
- All financial flows in a territory have an "indirect" impact on local economic activity and contribute to its dynamism.

Generated and distributed economic value

| Purchases and other charges | 55,1 % |
| Personnel costs             | 32,5 % |
| Placed in reserve & dividends| 7,9 %  |
| Taxes and duties            | 4,6 %  |

2019 revenue: 1 010 M€

Good practice

Le Plateau urbain

Plateau Urbain has developed a large range of tools and methods covering all of the stages of a temporary occupation. BNP Paribas Real Estate includes them in certain calls for tender on major urban construction projects.
Supporting social initiatives

Contribute to the development of local communities

- We are committed to making a positive contribution to the development of local communities.
- We support our employees in their local social commitments.

Action plan
Promote employee participation in social initiatives

Good practice

Socially responsible corporate real estate

Since the beginning of 2016, BNP Paribas Real Estate has supported the association Solid’Office, socially responsible corporate real estate, by providing it with empty office space that is allocated to jobseekers within coworking spaces.

Learn more

CIUP Scholarships

BNP Paribas Real Estate grants scholarships to 10 residents of the Cité Internationale Universitaire de Paris studying in disciplines related to our professions, architects, urban planners, engineers, agronomists... The scholarships allow to finance their accommodation for 1 year.

Learn more

Studélites Scholarships

Concerned about the future of younger generations, BNP Paribas Real Estate is committed to help by financing a year’s worth of accommodation for 10 students, helping them in their studies and their professional integration. Students live in one of Studélite’s halls of residence.

Learn more

MicroDON, salary rounding

Solidarity races

COllectif JOBeurs
Since 2014, BNP Paribas Real Estate has enabled the French employees to donate the centimes of their net salary every month to a charity. For every penny donated by employees, BNP Paribas Real Estate pays the same amount. €4,000 was raised in 2019.

Every year, many employees from different professions and departments participate in solidarity races. In France, they often participate to the Special Olympics, the Foulées de l’Immobilier and the Challenge Solidaire BNP Paribas Real Estate. In Germany, employees ran in 2019 the B2Run and the JP Morgan run (Düsseldorf and Stuttgart).

BNP Paribas Real Estate supports Cojob, the "jobeurs" Group; every month, COJOB hosts a class of “Jobeurs” (young graduates and executives looking for jobs) and offers them a research framework, notably through group workshops.
Real Estate for a changing world

GOVERNANCE | CSR STRATEGY | OUR COMMITMENTS | PERFORMANCE | PUBLICATIONS
---|---|---|---|---
Reporting Protocole | Metrics | Acknowledgement | GRI Index | SDCs Index | Regulatory Conformity

Reporting protocol

Organisational scope

The scope covers all activities over which BNP Paribas Real Estate has operational control in France and Europe (assets and activities associated with the sites operated and occupied by BNP Paribas Real Estate for its operations). Acquisitions, disposals and development operations (extensions and/or new projects) are likely to change the scope of reporting and influence the analysis of indicator changes. A distinction between current perimeter and constant perimeter applies transversely to the indicators within the perimeter.

Period and cycle

For all economic, social and civic indicators, the control period used is the period from 1 January to 31 December. The scope of data collection and reporting covers all the Group’s subsidiaries as at 31/12 of the reporting year. Some of the data on energy, water and waste production consumption is based on information from invoices received with a time lag. In order to be able to base itself on actual consumption, BNP Paribas Real Estate has decided to use a rolling year period for the indicators constructed on the basis of such data (from November N-1 to November N). To ensure that the information reported, where available, is comparable, the history must cover the last 3 full years. The currency used is the euro and the measuring system is the square metre. This report is the first CSR report published by BNP Paribas Real Estate.

External audit

The data sources as well as the documents for measuring, calculating and consolidating the data must be verifiable by an Independent Third Party Organisation. The sampling, measurement and analytical methods used shall comply with appropriate national standards where they exist. During the collection and validation of the reported information, general controls are carried out to ensure the reliability of the reported data. These controls may be undertaken using relevant control ratios by indicator, must be systematically formalised and archived. This protocol serves as a reference for external data verification and is available on request in French and English. Data sources (invoices, meter readings, waste tracking documents, etc.) and data consolidation documents (sums, multiplication) will be available to the auditors.

GRI reporting principles

Reporting principles are essential to obtain a quality sustainable development report. BNP Paribas Real Estate applies the reporting principles and has prepared its reporting in accordance with the GRI standards: ESSENTIAL CONFORMITY. This report responds to all the elements listed in the law, depending on the implementation of the “apply or explain” principle. Each reporting principle consists of a requirement and guidelines on how to apply the principle. To ensure a quality approach that meets GRI’s expectations on standards, BNP Paribas Real Estate has ensured the implementation of the tests indicated for each principle using MATERIALITY-Reporting, GRI DATA PARTNER for France.

Changes in scope

BNP Paribas Real Estate acquired Strutt & Parker, one of the leading independent players in the British real estate market, thus creating a leading British real estate player. This acquisition was completed in September 2017 and is the result of the merger between BNP Paribas Real Estate’s UK subsidiary and Strutt & Parker. 67 offices in the United Kingdom and 1,500 new employees have thereby been added to BNP Paribas Real Estate. No major change in scope for 2018 nor for 2019.

Commitment to transparency

BNP Paribas Real Estate, as a non-listed subsidiary of Banque BNP Paribas, is not required to carry out extra-financial reporting or to have its extra-financial data audited. However, for the sake of comparison, CSR commitment and continuous improvement, we are committed to providing the most transparent non-financial reporting possible.

CSR contact

Please send your comments and suggestions to:
BNP Paribas Real Estate
167 Quai de la Bataille de Stalingrad
92867 Issy-Les-Moulineaux (FRANCE)
### Table of Key Performance Indicators

<table>
<thead>
<tr>
<th>GRI</th>
<th>ENG</th>
<th>Indicator</th>
<th>Business Scope (all by default)</th>
<th>Country Scope (all by default)</th>
<th>Unit</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Objectives 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>404-03</td>
<td>1</td>
<td>Employees proud to work for BNP Paribas Real Estate</td>
<td>%</td>
<td>%</td>
<td>85</td>
<td>87</td>
<td>84</td>
<td>80</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td>417-01</td>
<td>1</td>
<td>Stakeholders that rate the level of the company's CSR approach as &quot;pioneering&quot; or &quot;committed&quot;</td>
<td>%</td>
<td>%</td>
<td>53</td>
<td></td>
<td></td>
<td></td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>306-01</td>
<td>1</td>
<td>Suppliers who have signed our CSR pledge</td>
<td>%</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>416-01</td>
<td>2</td>
<td>Business lines of the company that has signed the responsible growth charter</td>
<td>%</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>102-17</td>
<td>3</td>
<td>Rate of significant incidents resulting in a major corrective action plan</td>
<td>%</td>
<td>%</td>
<td>5.8</td>
<td>10.7</td>
<td>10.0</td>
<td>5.8</td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td>205-02</td>
<td>3</td>
<td>Employees who have validated the annual online compliance and ethics training courses</td>
<td>%</td>
<td>%</td>
<td>89</td>
<td>90</td>
<td>92</td>
<td>90</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>305-01</td>
<td>4</td>
<td>GHG emissions per employee (Scope1,2 &amp; 3 Business Travels)</td>
<td>DE, ES, FR, GB</td>
<td>TepCO2/FTE</td>
<td>1.62</td>
<td>1.37</td>
<td>1.43</td>
<td>1.28</td>
<td>1.25</td>
<td></td>
</tr>
<tr>
<td>302-04</td>
<td>4</td>
<td>Energy savings achieved compared to French thermal regulations</td>
<td>Corporate Property Development</td>
<td>FR</td>
<td>%</td>
<td>37</td>
<td>51</td>
<td></td>
<td>46</td>
<td>25</td>
</tr>
<tr>
<td>302-04</td>
<td>4</td>
<td>Energy savings achieved compared to French thermal regulations</td>
<td>Residential Property Development</td>
<td>FR</td>
<td>%</td>
<td>34</td>
<td>36</td>
<td>27</td>
<td>24</td>
<td>10</td>
</tr>
<tr>
<td>302-01</td>
<td>4</td>
<td>Energy consumption of the common areas of our managed buildings</td>
<td>Property Management</td>
<td>kWh/real energy/yr/sqm</td>
<td>44</td>
<td>42</td>
<td>42</td>
<td>41</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>305</td>
<td>4</td>
<td>Completed operations benefiting from a greenhouse gases assessment</td>
<td>Corporate &amp; Residential Property Development</td>
<td>%</td>
<td></td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>305-01</td>
<td>4</td>
<td>Average emissions from company's car fleet &lt;= 110 g CO2/km (MEECD)</td>
<td>Real Estate Investment Management</td>
<td>FR</td>
<td>%</td>
<td>64</td>
<td>71</td>
<td>77</td>
<td>79</td>
<td>66</td>
</tr>
<tr>
<td>305-01</td>
<td>4</td>
<td>Average emissions from company's car fleet &lt;= 110 g CO2/km (MEECD)</td>
<td>%</td>
<td>%</td>
<td></td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>301-01</td>
<td>5</td>
<td>Paper made from responsibly sourced materials</td>
<td>Real Estate Investment Management</td>
<td>FR</td>
<td>%</td>
<td>48</td>
<td>75</td>
<td>72</td>
<td>81</td>
<td>100</td>
</tr>
<tr>
<td>305-02</td>
<td>5</td>
<td>Recycled waste per employee</td>
<td>DE, ES, FR, GB</td>
<td>%</td>
<td>28</td>
<td>13</td>
<td>28</td>
<td>10</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>302-04</td>
<td>6</td>
<td>sqm completed with a certification</td>
<td>Corporate Property Development</td>
<td>FR</td>
<td>%</td>
<td>100</td>
<td>100</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>302-04</td>
<td>6</td>
<td>sqm completed with a certification</td>
<td>Residential Property Development</td>
<td>FR</td>
<td>%</td>
<td>86</td>
<td>80</td>
<td>95</td>
<td>39</td>
<td>100</td>
</tr>
<tr>
<td>302-04</td>
<td>6</td>
<td>sqm completed achieving one of the two highest levels of certification</td>
<td>Corporate Property Development</td>
<td>%</td>
<td>100</td>
<td>100</td>
<td></td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>302-04</td>
<td>6</td>
<td>Surface managed with a certification</td>
<td>Property Management</td>
<td>%</td>
<td>17</td>
<td>19</td>
<td>18</td>
<td>14</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>302-04</td>
<td>6</td>
<td>% of major renovations that are certified</td>
<td>Real Estate Investment Management</td>
<td>DE, FR, IT</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>301-01</td>
<td>6</td>
<td>Employees considering that the company respects the environment</td>
<td>%</td>
<td>%</td>
<td>73</td>
<td>73</td>
<td>72</td>
<td>73</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>301-01</td>
<td>6</td>
<td>Employees considering that the company respects the environment</td>
<td>%</td>
<td>%</td>
<td>73</td>
<td>73</td>
<td>72</td>
<td>73</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>403-03</td>
<td>7</td>
<td>Employees believe their job gives them a sense of personal achievement</td>
<td>%</td>
<td>%</td>
<td>72</td>
<td>74</td>
<td>74</td>
<td>71</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>403-03</td>
<td>7</td>
<td>Employees believe they have found a good work-life balance</td>
<td>%</td>
<td>%</td>
<td>70</td>
<td>71</td>
<td>71</td>
<td>72</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>403-03</td>
<td>7</td>
<td>Employees endorsing the company as an excellent employer</td>
<td>%</td>
<td>%</td>
<td>70</td>
<td>72</td>
<td>69</td>
<td>64</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>GRI</td>
<td>ENGL</td>
<td>Indicator</td>
<td>Business Scope (all by default)</td>
<td>Country Scope (all by default)</td>
<td>Unit</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
<td>Objectives 2020</td>
</tr>
<tr>
<td>-----</td>
<td>------</td>
<td>---------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>--------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>-----------------</td>
</tr>
<tr>
<td>405-01</td>
<td>B</td>
<td>Rate of women among executives</td>
<td>FR %</td>
<td></td>
<td></td>
<td>43</td>
<td>43</td>
<td>43</td>
<td>43</td>
<td>45</td>
</tr>
<tr>
<td>404-02</td>
<td>B</td>
<td>Employees who state that they have taken at least one training course during the year</td>
<td>%</td>
<td>77 80 79 85 81</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>413-03</td>
<td>9</td>
<td>Active at-risk employees successfully passing an online course on Human Rights</td>
<td>%</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>404-02</td>
<td>10</td>
<td>Continuation of initiatives in favour of schoolchildren, students and young professionals in the real estate industry</td>
<td>DE, FR, GB, IT Number</td>
<td>1140 1481 1629</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>201-01</td>
<td>11</td>
<td>Direct economic value generated and distributed to the tax administration</td>
<td>%</td>
<td>5.4 4.7 4.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>413-02</td>
<td>12</td>
<td>Continue the development of solidarity initiatives</td>
<td>DE, FR, GB, IT k€</td>
<td>1046 734 1291</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Our recognitions

Extra-financial evaluation and rating

ECOVADIS

Overall score of 64/100

REFI European Awards

“Sustainable / Green Fund of the Year” Award for NEIF III Fund

BBCA (low carbon building development association)


“Pierre d’or”

2019 Real Estate awards for our CSR commitments

Property Week

2018 awards Young Property Manager UK
GRI Index

This report has been prepared in accordance with the GRI Standards: Core option

View the detailed content index of the GRI standards

GENERAL DISCLOSURES / ÉLÉMENTS D'INFORMATIONS GÉNÉRALES

GRI 102-01  GRI 102-02  GRI 102-03  GRI 102-04  GRI 102-05  GRI 102-06  GRI 102-07  GRI 102-08  GRI 102-09
GRI 102-10  GRI 102-11  GRI 102-12  GRI 102-13  GRI 102-14  GRI 102-15  GRI 102-16  GRI 102-17  GRI 102-18
GRI 102-28  GRI 102-29  GRI 102-30  GRI 102-31  GRI 102-32  GRI 102-33  GRI 102-34  GRI 102-35  GRI 102-36
GRI 102-37  GRI 102-38  GRI 102-39  GRI 102-40  GRI 102-41  GRI 102-42  GRI 102-43  GRI 102-44  GRI 102-45
GRI 102-46  GRI 102-47  GRI 102-48  GRI 102-49  GRI 102-50  GRI 102-51  GRI 102-52  GRI 102-53  GRI 102-54
GRI 102-55  GRI 102-56

MANAGEMENT APPROACH / APPROCHE MANAGÉRIALE

GRI 103-01  GRI 103-02  GRI 103-03

ECONOMY / ÉCONOMIE

GRI 201-01  GRI 201-02  GRI 201-03  GRI 201-04  GRI 201-05  GRI 202-01  GRI 202-02  GRI 203-01  GRI 203-02  GRI 204-01
GRI 205-01  GRI 205-02  GRI 205-03  GRI 206-01

ENVIRONMENT / ENVIRONNEMENT

GRI 301-01  GRI 301-02  GRI 301-03  GRI 302-01  GRI 302-02  GRI 302-03  GRI 302-04  GRI 302-05  GRI 302-06  GRI 302-07
GRI 303-02  GRI 303-03  GRI 304-01  GRI 304-02  GRI 304-03  GRI 304-04  GRI 305-01  GRI 305-02  GRI 305-03
GRI 305-04  GRI 305-05  GRI 305-06  GRI 305-07  GRI 306-01  GRI 306-02  GRI 306-03  GRI 306-04  GRI 306-05
GRI 307-01  GRI 308-01  GRI 308-02

SOCIAL / SOCIAL
| GRI 401-01 | GRI 402-01 | GRI 403-01 | GRI 401-02 | GRI 403-02 | GRI 403-03 | GRI 401-03 | GRI 404-02 | GRI 404-03 | GRI 405-01 | GRI 405-02 | GRI 406-01 | GRI 401-04 | GRI 401-05 | GRI 401-06 | GRI 404-04 | GRI 404-05 | GRI 404-06 | GRI 404-07 | GRI 404-08 | GRI 404-09 | GRI 404-10 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| GRI 401-02 | GRI 402-02 | GRI 403-02 | GRI 401-03 | GRI 403-03 | GRI 403-04 | GRI 401-04 | GRI 402-03 | GRI 403-04 | GRI 403-05 | GRI 403-06 | GRI 401-05 | GRI 402-05 | GRI 403-05 | GRI 401-06 | GRI 402-06 | GRI 403-06 | GRI 401-07 | GRI 402-07 | GRI 403-07 | GRI 404-01 | GRI 404-02 |
| GRI 401-03 | GRI 402-03 | GRI 403-03 | GRI 401-04 | GRI 403-04 | GRI 403-05 | GRI 401-05 | GRI 402-04 | GRI 403-04 | GRI 403-06 | GRI 403-07 | GRI 401-06 | GRI 402-06 | GRI 403-06 | GRI 401-07 | GRI 402-07 | GRI 403-07 | GRI 401-08 | GRI 402-08 | GRI 403-08 | GRI 404-03 | GRI 404-04 |
| GRI 411-01 | GRI 412-01 | GRI 413-01 | GRI 411-02 | GRI 412-02 | GRI 413-02 | GRI 411-03 | GRI 412-03 | GRI 413-03 | GRI 412-04 | GRI 413-04 | GRI 411-04 | GRI 412-04 | GRI 413-04 | GRI 411-05 | GRI 412-05 | GRI 413-05 | GRI 411-06 | GRI 412-06 | GRI 413-06 | GRI 414-01 | GRI 414-02 |

**SECTOR DISCLOSURES / INFORMATIONS SECTORIELLES**

| GRI G4 CRE1 | GRI G4 CRE2 | GRI G4 CRE3 | GRI G4 CRE4 | GRI G4 CRE5 | GRI G4 CRE6 | GRI G4 CRE7 | GRI G4 CRE8 |
Our commitments to the Sustainable Development Goals

Correspondence table between SDGs and our CSR commitments
<table>
<thead>
<tr>
<th>STRATEGIC SDGs</th>
<th>Relevant targets of SDG (N° and description)*</th>
<th>Our pillars</th>
<th>Our commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3.4 Foster mental health and well-being</td>
<td></td>
<td>Develop a responsible and innovative service offer</td>
</tr>
<tr>
<td>7</td>
<td>7.3 Double the global energy efficient improvement rate by 2030</td>
<td></td>
<td>Address climate change issues in our service offers</td>
</tr>
<tr>
<td>9</td>
<td>9.1 Establish a quality, reliable, sustainable and resilient infrastructure to foster economic development and human well-being</td>
<td></td>
<td>Develop a responsible and innovative service offer</td>
</tr>
</tbody>
</table>
| 11 | 11.2 Ensure everyone has access to safe, accessible, sustainable and affordable transport  
11.3 Strengthen the capacity for sustainable urban planning and participatory management  
11.6 and 11.7 Reduce the negative impact cities have on the environment, particularly through air quality, waste management and access to green spaces | | Reduce the direct and indirect environmental impact of our activities  
Develop a responsible and innovative service offer |
| 12 | 12.2 Achieve sustainable and proper management of natural resources  
12.5 Reduce waste generation | | Make the environmental quality of our products and services a driver of improved performance  
Reduce the direct and indirect environmental impact of our activities |
| 13 | 13.1 Strengthen resilience and adaptive capacities when facing climatic hazards and climate-related natural disasters  
13.3 Increase awareness of climate change as well as our ability to adapt so as to mitigate and reduce its impact | | Address climate change issues in our service offers  
Empower our employees to develop CSR skills |
| 15 | 15.1 Guarantee the preservation, restoration and sustainable exploitation of ecosystems  
15.5 Put an end to the depletion of biodiversity | | Reduce the direct and indirect environmental impact of our activities |
<table>
<thead>
<tr>
<th>SDG</th>
<th>Relevant Goals</th>
<th>Related SDG Goals</th>
<th>Orientations</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4</td>
<td>Increase the number of young people and adults with the skills (primarily technical and professional) needed for employment, entrepreneurship and to get a decent job</td>
<td>4</td>
<td>Promote diversity, equal opportunities and employability of our teams</td>
</tr>
<tr>
<td>4.7</td>
<td>Ensure all students acquire the knowledge and skills needed to promote sustainable development</td>
<td>4</td>
<td>Promote and share the knowledge of CSR Issues throughout the real estate sector and beyond</td>
</tr>
<tr>
<td>5.1</td>
<td>End all forms of discrimination against women</td>
<td>5</td>
<td>Promote diversity, equal opportunities and employability of our teams</td>
</tr>
<tr>
<td>5.5</td>
<td>Ensure the meaningful participation of women in leadership roles</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>6.4</td>
<td>Make effective use of water resources and guarantee the sustainability of water withdrawals</td>
<td>6</td>
<td>Reduce the direct and indirect environmental impact of our activities</td>
</tr>
<tr>
<td>8.3</td>
<td>Promote entrepreneurship, innovation and the growth of SMES</td>
<td>8</td>
<td>Strengthen partnerships and co-working opportunities with our key stakeholders</td>
</tr>
<tr>
<td>16.5</td>
<td>Fight against bribery and corruption</td>
<td>16</td>
<td>Favor the development of the local economy</td>
</tr>
<tr>
<td>17.7</td>
<td>Promote partnerships – public-private in particular – and with civil society</td>
<td>17</td>
<td>Strengthen partnerships and co-working opportunities with our key stakeholders</td>
</tr>
</tbody>
</table>

* These guidelines are the official UN recommendations. [https://www.un.org/sustainabledevelopment/]
Compliance with French laws
We are fully aligned with the requirements of the regulations with which the BNP Paribas Group complies.

LAW 2016-1088 ARTICLE 37 DECLARATION OF EXTRA-FINANCIAL PERFORMANCE
Amendment of Article L225-102-1 by Law n°2016-1088 of 8 August 2016 – Art. 37 which imposes a change in non-financial reporting obligations.
Decree No. 2017-1265

DUTY OF CARE OF PARENT COMPANIES AND ORDERING COMPANIES
Adopted on 21 February 2017 and applicable from 2018.
Put respect for human rights back at the heart of the concerns of multinationals. Prevent risks in terms of the environment, human rights and corruption in their own activities but also those of their subsidiaries, subcontractors and suppliers, in France and abroad.

SAPIN II LAW - LAW N° 2016-1691 OF 9 DECEMBER 2016
Law of 9 December 2016 on transparency, the fight against corruption and the modernisation of economic life. Prevent and detect acts of corruption committed in France and abroad by deploying a specific anti-corruption programme in large companies (more than 500 employees and a turnover of more than €100 million). Enhance the transparency of relations between interest representatives (lobbyists) and public authorities.
Reports

BNP Paribas Real Estate reports

CSR Report 2019
Corporate Report 2019
REIM Responsible Commitment 2019
Social Report 2018
2017-2018 REIM Rapport RSE

BNP Paribas Group reports

2019 Registration Document
2019 Integrated report
BNP Paribas Group policies and charters

BNP Paribas Real Estate Sustainable Procurement Charter

Code of Conduct

Financial security

Defence and security

Palm oil

Nuclear energy

Paper pulp

Coal

Mining industry

Agriculture

Tobacco industry

Unconventional Oil and Gas

Commitments to the environment

Human Rights

Anti-corruption Policy
Goods and activities on exclusion list: Group public disclosure

Modern slavery and human trafficking statement

Governance that supports the long-term strategy

Charter for responsible representation with respect to the public authorities