

# ARVAL, YOUR RESPONSIBLE PARTNER TOWARDS SUSTAINABLE MOBILITY

#ARVALBEYOND

Sustainability Report 2022  
Embedding the United Nations  
Communication on Progress (CoP)



**ARVAL**  
BNP PARIBAS GROUP

For the many  
journeys in life

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& **Karen Brunot**, Arval Chief Sustainability Officer

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FOREWORD

## ON TRACK WITH OUR SUSTAINABILITY AMBITION

Since the Arval Beyond strategic plan launch in 2020, we have striven **to integrate sustainability** into all facets of our business.

The challenging context characterised by the disrupted energy and semiconductor sectors, and the climate urgency, have reinforced the need **to accelerate sustainable mobility** more than ever.

Our 2022 year has been marked by new partnerships and creative approaches to tackle these challenges. It has enabled us to develop game-changing mobility solutions and accompany customers, consumers and companies, in their transition. The trust of our partners and customers showcase how our integrated model is unique to drive **positive impact**.

**Our integrated model showcases our uniqueness to drive positive impact as a trusted partner within our ecosystem.**

**87,7% of our customers** and **85% of our employees** have acknowledged our environmental commitments. We are on track to reach our target of **700,000 electrified vehicles**, and half of which as battery electric vehicles (BEVs)\*, by the end of 2025. We already achieved **300,000 leased units including 90,000 BEVs** at the end of 2022.

I can only warmly and sincerely thank all the 8,000 Arval employees who create the conditions for sustainable growth every day and **contribute to a better future** for all of us.

We remain committed to achieving our ambition and going the extra mile to support the transition of the society towards sustainable mobility.



**Alain van Groenendael**  
Chairman and CEO  
of Arval Group

FOREWORD

## EMBEDDING SUSTAINABILITY IN OUR CORE BUSINESS

Corporate Social Responsibility is at the very heart of the Arval Beyond Strategy. Since its launch, tremendous progress has been made over three years, making Arval a recognised **partner towards sustainable mobility**.

We are living **a fundamental economic transition**, which has risen expectations especially from our customers and employees, in terms of flexibility and transparency to cope with a fast moving and uncertain environment. They need us to take care of them and provide easy and simple service.

Expert Advice has always been in our DNA. We are more than ever legitimate **to support them to connect business, people and the planet** while creating value.

To move forward & differentiate our approach, we contribute at **empowering further our teams**, wherever they operate. It means sustainability is living from the design of our products, to how we deliver our service, and to our relationship with customers and partners.

**We aim at building long term trust** with our stakeholders and stay one step ahead. This is one of my primary objectives as Chief Sustainability Officer.

**We aim at building a long term trust with our stakeholders and stay one step ahead.**



**Karen Brunot**  
Chief Sustainability Officer  
of Arval Group

*\*The 2025 ambition assumes similar or better supporting measures from the relevant governments on battery electric vehicles, as well as charging infrastructures & supporting services being further upgraded.*

2022  
**COMPANY REVIEW**  
 ARVAL PANORAMA AS PER YEAR 2022

**SUPPORT SOCIETY'S TRANSITION  
 TOWARDS SUSTAINABLE MOBILITY  
 BY DEVELOPING A RESPONSIBLE  
 ECOSYSTEM COMMITTED  
 TO A BETTER FUTURE.**

ARVAL PURPOSE  
**DESTINATION?**  
**SUSTAINABLE MOBILITY**

Arval's  
**8,000**  
**employees**  
 provide services

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

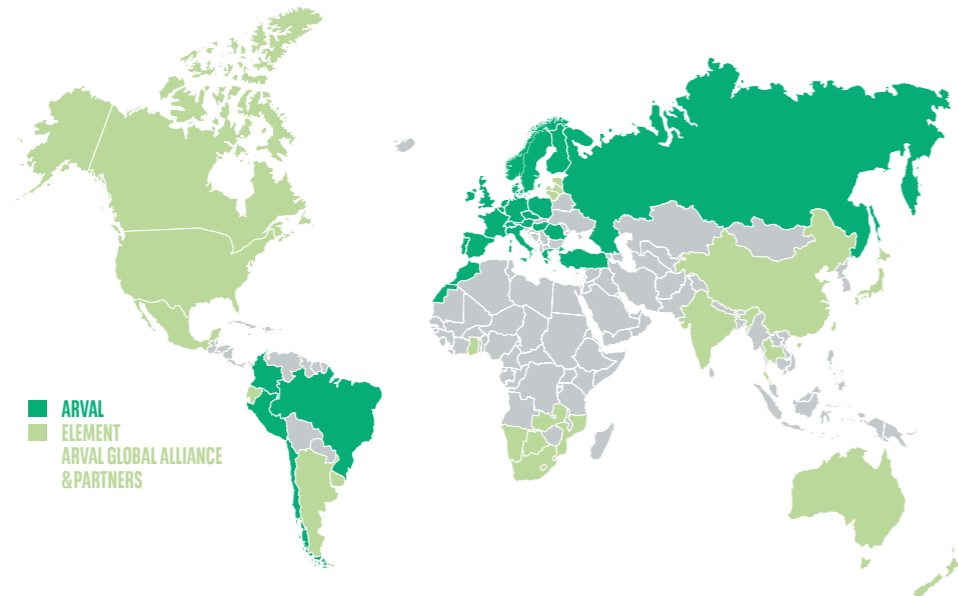
across  
**29**  
**countries**

**1,592,024**  
**leased vehicles**  
 at end Dec 2022

**85%**  
**of our employees**  
 consider Arval to be an environ-  
 mentally responsible company

**87.7%**  
**of our customers**  
 consider that Arval cares about  
 the environment

**A WORLDWIDE  
 PRESENCE**



**WE ARE A COMMITTED  
 MOBILITY PARTNER. YOURS.**

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

**DRIVING  
 OUR CUSTOMERS THROUGH  
 ENERGY TRANSITION**

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

**INSPIRING A POSITIVE  
 IMPACT CULTURE**

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

**Together  
 we can  
 make it  
 happen.**

See our purpose in video



## SUPPORTING OUR CUSTOMERS IN THEIR ENERGY TRANSITION

### Paving the way to net zero emissions, together.

Most of the world's governments and many large companies have committed to reducing their carbon footprint by 2050 to address the direct impact of global warming and climate change on society.

The aim is to limit global temperature rise to below 1,5 degrees, set during the Paris Climate Conference (COP21) in December 2015.

**Implementing low carbon mobility solutions can play a substantial role in the decarbonisation targets set by our customers.**

### A richer 360° Mobility offer

Today, employee mobility goes beyond delivering solutions to those eligible for company cars. Companies are expected to offer all employees sustainable mobility options for professional and personal use.

At Arval, delivering on this ambition is paramount.

As part of Arval Beyond, we have launched a set of new mobility offers that include:

- **Arval Mobility Consulting** is a 3 step methodology designed by Arval to support the companies in setting their ambition, and defining and implementing new mobility policies.

- **The Arval Mobility Hub** is a service that offers employees a wide range of shared solutions to travel. Within this hub, companies can offer solutions, particularly electric ones, as well as car-sharing, bicycles and micro-mobility. Lead by example, Arval has deployed this solution in Arval Netherlands, Arval France, Arval Poland and BNP Paribas Real Estate premises.

- **The Arval Mobility App** enables employees to choose the most suitable mobility option for their journey at the tap of a finger, and manage mobility budget offered by their company towards sustainable mobility.

Arval Mobility Consulting is a team of industry experts who advise customers on key corporate mobility and sustainability challenges. Their main expertise is structured accordingly:

- Help customers define their mobility ambitions
- Analyse employee mobility patterns
- Design the best solution package for customers' best interests, including new practices such as sharing of bikes, cars, scooters, or Mobility as a service app

*"By developing a more integrated approach, we can truly grasp what our customers expect and help them deploy solutions that not only satisfy their employees but also reflect their sustainability and decarbonisation ambitions."*



**Julie Meynard**  
Director of Consulting and  
Mobility Observatory  
of Arval Group

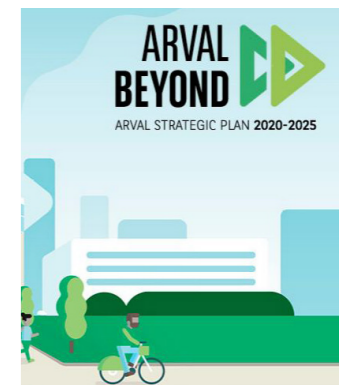


### ARVAL CONNECT Responsible and smarter fleet management

More than ever, controlling costs and acting positively on environmental issues are key priorities. To support its customers, Arval has revamped Arval Active Link, its former connected services offer, and has launched Arval Connect. Customers can now expect optimised TCO, improved safety, reduced CO<sub>2</sub> emissions and increased efficiency.

### GOOD FOR YOU, GOOD FOR ALL

"Good for You, Good for All" sets the framework of the key initiatives that contribute to help customers protect the environment and create safer roads. By providing end-to-end customer support, "Good for You, Good for All" helps customers select and implement the most suitable vehicles and alternative mobility solutions based on their ambitions and usages. This includes initiatives like choosing the relevant electric vehicle depending on the driver need, the related charge point at home and the office, the charging payment and invoicing solutions, but also solutions like the driver training for EV and ICE vehicles to reduce energy consumption and increase safety. Its ability to lift the constraints usually associated with EVs makes this all-inclusive offer a reliable energy transition accelerator.



# ARVAL AWARDS 2022

## Another year of inspiring success stories

### ARVAL GROUP

In 2022, Arval Group was awarded Gold Medal by Ecovadis, leader among the Business Sustainable Ratings.



WITH A SCORE OF 72, ARVAL GROUP\* WAS RANKED AMONG THE HIGHEST PERCENTILE IN ITS INDUSTRY.

\*29 countries

### ITALY

For the third year running, Arval Italy won the « **Premio Industria Felix - L'Italia che compete** », receiving a Highly Commended Award as « Best large company for management performance and financial reliability. It was also awarded the **Best Leasing company award** at the 19<sup>th</sup> edition of the MF Banking Awards Guido Carli Elite. »

Once again, Arval Italy achieved a great result on the EcoVadis platform. Thanks to its efforts towards the environment, labor and human rights, ethics and sustainable purchasing, Arval Italy won the gold medal.



WITH A SCORE OF 74, ARVAL ITALY WAS RANKED AMONG THE HIGHEST PERCENTILE IN ITS INDUSTRY.

### THE NETHERLANDS

Arval Netherlands received the **Golden Ear award** (celebrating its customer focused approach).

It also came second in the election of **Best Leasing Company** in the Netherlands.



### FRANCE

Arval France won two separate awards highlighting its transversal commitment.

The **Alliance Label** underlining its advanced maturity regarding diversity and professional equality in the workspace.

The **L'Automobile et l'Entreprise Trophy** in the After-Sales category (scope: Arval Center and Arval Premium Center).

### UNITED KINGDOM

Arval UK was Highly Commended for a number of awards entered in 2022, including **Business Car's Leasing Company of the Year** 25,000+ vehicles, and the **WhatVan? awards for Leasing Company of the Year and Green Innovation**. Arval UK was also Highly Commended for the Global Fleet Champions' Road Safety in the Community award.

### RECOGNISED AT THE FN50 CUSTOMER SERVICE AWARDS

Account Manager Claire Evans won the Individual Award for Arval UK, while the GE Account Team and Samuel Robbins were Highly Commended in the Team and Rising Star awards. Fleet News also Highly Commended Arval in its Wellbeing category.



### ROMANIA

Arval Romania reached a double landmark in 2022:

**True Leader Award**, handed to industry leaders by ICAP CRIF, a renowned credit rating agency (CRA) certified by the European Securities and Markets Authority (ESMA). The award is one of the most important recognitions obtained on the local market given its inclusion in Top 100 most important Romanian companies and its industry leader position.

**Business Accelerator Award**, awarded for successful integration of BCR Fleet Management.



## OUR STAKEHOLDERS MATTER... /

We constantly challenge our management and commercial practice to meet our stakeholders expectations and offer a seamless experience. Dialogue remains a key principle for us to build strong and long term relationship towards a better future. Our stakeholders are split into 7 groups which help us to learn and prioritize our actions.



Working together across this diverse network implies developing specific interaction methods. For our employees, we measure the level of engagement through the Net Promoter Employee score (NPE). Satisfaction surveys are also deployed among our customers, users and drivers to evaluate all aspects of our relationships and services.

A permanent dialogue allows us to anticipate changes in our business and continually improve our solutions. In this perspective, we optimize the management of risks and design innovative solutions with a positive impact on society.

### Transparency, our foundation to build winning relationships

We offer transparency towards our different stakeholders. Arval makes it possible for stakeholders to retrieve critical information about Arval through the BNP Paribas integrated reports and our corporate report. All Arval reports are publicly available on our corporate website.

For more information, please visit [www.arval.com/investors](http://www.arval.com/investors)



### Responsible leadership

## FOSTERING OUR POSITIVE SPHERE OF INFLUENCE

Inspiring positive change in our industry is part of our mission, and that is why we are eager to team up with other committed organisations to make an impact on a bigger scale. We are active members of the **Movin'On ecosystem** and leading or contributing in several communities of interest to accelerate the development of **Mobility-as-a-Service (MaaS)**. Arval is also involved in **WBCSD's "New Mobility and MaaS"** workstream and has contributed to several publications. We are long-term members of **the MaaS Alliance** and we share our matter expertise on publications with, for example, Capgemini Invent.

See our publications below :



**MaaS Alliance – Market Playbook (2021):**  
05-MaaS-Alliance-Playbook-FINAL.pdf



**WBCSD - The Innovative Mobility Landscape (2021):**  
The Case of Mobility as a Service: The Innovative Mobility Landscape: The Case of Mobility as a Service (wbcسد.org)



**Movin'On – Movin'On Inside: Urban Mobility (2022):**  
Movin'On Inside - Movin'On (movinonconnect.com)



**Capgemini Invent - Sustainable Corporate Mobility of Tomorrow (2022):**  
Sustainable Corporate Mobility of Tomorrow - Autonomy

## WE FOCUS OUR EFFORTS ON THEIR EXPECTATIONS

### ARVAL MATERIALITY MATRIX\*

The materiality matrix is essential for Arval to align our sustainability strategy to our stakeholders expectations. Arval provides Materiality Assessment Risk on a yearly basis, to determine future material risks and create action plans.

QUICK REMINDER

#### What's a materiality matrix?

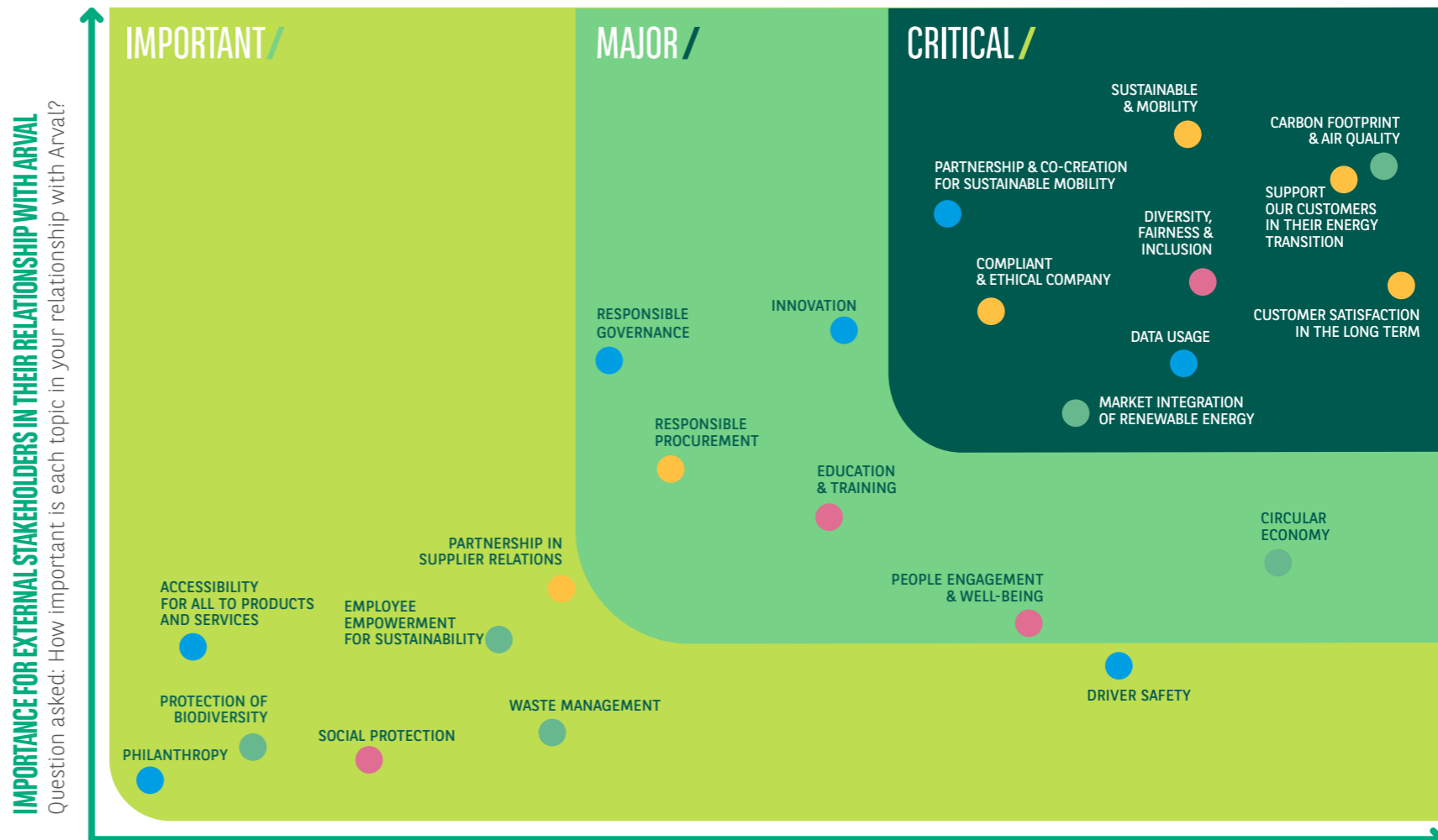
This methodology helps prioritise environmental, social and governance issues according to their importance in the eyes of different stakeholders. At Arval, this insight enables us to fine-tune our policies and ensure that our approach to ESG topics (Environmental Social Governance) remains relevant, in line with the EU Taxonomy Regulation, and as consistent as possible.

At the end of 2021, we conducted our study over a three-month period through qualitative and quantitative research, engaging all our internal stakeholders (Arval Executive Committee members, employees) and external ones (customers, suppliers, investors, partners and NGOs).

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

Three critical points have been identified as fully aligned with the BNP Paribas Group matrix: Carbon Footprint & Air Quality, Data Usage and Compliant & Ethical Company (you may find more on page 27 of the [bnpparibas\\_2021\\_integrated\\_report.pdf](#) (bnpparibas.com)).

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



\*Arval Materiality Matrix was conducted in 2021



## SUSTAINABILITY GOVERNANCE / FOSTERING A POSITIVE CULTURE

### Sustainability is at the heart of our strategy

Sustainability is a shared concern at all levels of the organisation. Our strategy is directly overseen by our Chairman and CEO, Alain van Groenendael and Arval's Chief Sustainability Officer, Karen Brunot.

**Our corporate responsibility approach is in line with BNP Paribas Group's strategy.**

Our Chief Sustainability Officer oversees and implements Sustainability Governance at the international and local levels. Arval has established a cross-functional Sustainability committee to address the ESG topics (Environmental Social Governance).

### A local committed community

In the 29 countries where Arval operates, we have successfully established local Sustainability ambassadors, forming an international community. In the G4 (France, Italy, Spain and the UK), each ambassador owns the country's local Sustainability Steering Committee, sharing best practices, supporting regional strategies, and relaying critical insights. By meeting periodically, cooperating and sharing best practices, this community brings the vital energy needed to promote sustainability and responsibility inside and outside Arval.

### From developing responsibility strategies to doing responsible business.

Engaging our employees in making responsibility an integrated part of everyday business is essential. Therefore, Arval has developed quantifiable KPIs to keep track of our progress. 2025 targets have been set for each KPI to ensure that sustainability remains a focus every day.

Last but not least, sustainability performance is part of our 3-year compensation plan, Arval's Global Long Term Incentive plan.



## OUR SUSTAINABLE MOBILITY STRATEGY

### A long-standing commitment, an ambitious future

With the support of the BNP Paribas Group, Arval demonstrates year-in / year-out its capacity to push the boundaries of full-service leasing through its expertise, passion and willingness to challenge its own practices. In three decades, Arval has strengthened its position as a major player of the mobility sector and positively influenced mobility habits through innovation and collaboration with its stakeholders.

**8.3%**  
growth

in 2022 including acquisitions<sup>(1)</sup>

### Determined to make a positive impact

Sustainability is firmly embedded in Arval's corporate strategy. It is about designing and rolling out responsible mobility solutions for employees, customers and drivers worldwide that are not only reliable, but sound and practical. This implies embracing electrification, accelerating our switch from fossil fuels, pedagogy to drive adoption of new habits, services to make it easy to use and anticipating the expectations of tomorrow.

**Our goal remains clear. We inspire to impact positively the society and demonstrate that as a trusted mobility provider, we can be part of the solution.**

### Sustainability in a nutshell

Sustainability covers all the practices initiated by companies and organisations that support the ESG principles (Environmental Social Governance) as well as sustainable and responsible development in each part of their business.

## RESULTS SPEAK LOUDER THAN WORDS / ARVAL BEYOND /

Arval Beyond strategy is a five-year plan that encompasses our renewed ambition: strengthening our historical business model and going beyond it to become the industry benchmark towards sustainable mobility. Arval is determined to deliver an integrated mobility experience in line with its communities' evolving expectations, to support our customers in their energy transition, simplicity through connected and to offer flexible solutions, and co-build value with its partners.

### Arval Beyond - A four-dimensional Transformation Plan

OFFERS	CUSTOMERS	LEVERS	PASSIONS
--------	-----------	--------	----------

**After three years, we are on track to achieving our 2025 targets.**

**OUR OBJECTIVES AT THE END OF 2025**

**DRIVING THE ENERGY TRANSITION**  
**700,000**  
electrified vehicles<sup>(2)</sup>  
in our leased fleet (half of which as battery electric vehicles<sup>(3)</sup>)

**EMBEDDING SUSTAINABILITY IN OUR BUSINESS MODEL**  
**100%**  
of countries offering sustainable mobility solutions<sup>(4)</sup>

**EMPOWERING OUR TEAMS TO ACT FOR GOOD**  
**30,000**  
volunteering hours accomplished by Arval employees

**PROMOTING GENDER EQUALITY**  
**40%**  
of women in all Arval executive committees in all our countries

**REDUCING THE CARBON FOOTPRINT OF OUR FLEET**  
**-35%**  
average CO<sub>2</sub> reduction per vehicle per km<sup>(5)</sup>

(1) Growth rate at YE 2022, vs YE 2021. Organic growth is +5.5% at YE 2022, vs. YE 2021, excluding the acquisitions of TBLG and of the operating lease activities of BCR in Romania;  
(2) Electrified vehicles including battery electric, plug in and full hybrid, representing 35% of our leased fleet in 2025;  
(3) The 2025 ambition assumes similar or better supporting measures from the relevant governments on battery electric vehicles, as well as charging infrastructure & supporting services being further upgraded;  
(4) Car sharing, MaaS app, bike leasing (see page 12 on Sustainable mobility offers/Pillar 1/The economy);  
(5) Average emissions of CO<sub>2</sub> are calculated as a weighted average of the Arval entities' fleet (Passenger cars and LCVs). In a context of regulation change (NEDC, WLTP), the CO<sub>2</sub> emissions will be adjusted to the WLTP, making use of the results of an NEDC-WLTP correlation internal study, to ensure comparable stringency. The calculations are made starting January 1st 2020 vs December 2025.

# OUR SUSTAINABILITY STRATEGY / 2020 - 2025

## PILLAR 1 THE ECONOMY / DEVELOPING OUR BUSINESS IN AN ETHICAL AND SUSTAINABLE WAY



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

## PILLAR 2 OUR PEOPLE / DEVELOPING AND ENGAGING OUR PEOPLE RESPONSIBLY



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



## PILLAR 4 THE ENVIRONMENT / COMBATTING CLIMATE CHANGE

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

## PILLAR 3 THE COMMUNITY / BEING A POSITIVE AGENT FOR CHANGE



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

### CONTRIBUTING TO 15 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



#### QUICK REMINDER

### What are the SDGs?

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


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

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

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



PILLAR 1 / THE ECONOMY			
Actions	Key Performance Indicators	2025 target <sup>(1)</sup>	SDGs <sup>(2)</sup>

### PROMOTING SUSTAINABLE MOBILITY WITH A POSITIVE IMPACT


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

\*Mobility as a Service; \*\*SMaRT: Sustainable Mobility and Responsibility Targets

### ETHICS OF THE HIGHEST STANDARDS



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

### INCLUDING RESPONSIBLE SOURCING IN OUR CONTRACTS WITH SUPPLIERS

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

PILLAR 2 / OUR PEOPLE			
Actions	Key Performance Indicators	2025 target <sup>(1)</sup>	SDGs <sup>(2)</sup>

### PROMOTE DIVERSITY, INCLUSION AND SUSTAINABILITY IN THE WORKPLACE


Women in Action - Program for future Women Leaders	% of women in Senior Manager positions (SMP) % of women in Local executive committees	40% 40%	 5. Gender equality
Disability Commitment	% of entities* with at least 1 commitment on disability which are aligned with the International Labour Organisation (ILO) Standards	100%	 10. Reduced inequalities

\* Entities with over 100 employees

### BE A GOOD PLACE TO WORK WITH RESPONSIBLE EMPLOYMENT MANAGEMENT

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

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

(1) Target to achieve for the operational year of 2025 unless stated differently in the Key Performance Indicators description;




(2) SDGs: Sustainable Development Goals.

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

### PILLAR 3 / THE COMMUNITY



Actions	Key Performance Indicators	2025 target <sup>(1)</sup>	SDGs <sup>(2)</sup>
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#### INFLUENCING AND ACTING FOR DRIVER SAFETY

Arval countries offering eco and safety driver trainings	Number of Arval countries offering eco and safety driver trainings	<b>29 countries (100%)</b>	  
Developing specific insurance pack for vehicles equipped with ADAS* features	Decrease % of liable accidents, thanks to ADAS and Driver trainings. Calculation based on Third Party Liability Insurance (MTPL) contracts provided by Greenval	<b>- 10%</b>	<b>3. Good health and well-being / 9. Industry, innovation and infrastructure / 11. Sustainable cities and communities</b>








\*Advanced driver-assistance systems

#### SUPPORTING R&D\* FOR THE FUTURE OF SUSTAINABLE MOBILITY

Providing our stakeholders with Insights on mobility patterns – Arval Mobility Observatory (AMO)	Number of publications of the AMO worldwide	<b>10</b>	  <b>9. Industry, innovation and infrastructure / 11. Sustainable cities and communities</b>
	Awareness: number of participants in webinars and presentations	<b>1200</b>	

\*Research and Development




#### SUSTAIN CORPORATE PHILANTHROPY ACTIONS RELATED TO OUR CORE BUSINESS

Solidarity projects	Donations or equivalent in euros	<b>250,000€</b>	  
Solidarity hours performed by employees	Number of paid solidarity hours performed by employees	<b>30,000 hours</b>	    <b>1. No poverty / 2. Zero hunger / 3. Good health and well-being / 9. Industry, innovation and infrastructure / 11. Sustainable cities and communities / 15. Life on land / 17. Partnerships for the goals</b>

### PILLAR 4 / THE ENVIRONMENT




Actions	Key Performance Indicators	2025 target <sup>(1)</sup>	SDGs <sup>(2)</sup>
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#### PARTNERING WITH OUR CLIENTS IN THE TRANSITION TO A LOW-CARBON MOBILITY

"Electrified*" vehicles share in our leased fleet	Number of "Electrified" vehicles leased	<b>700,000</b>	  <b>7. Affordable and clean energy / 12. Responsible consumption and production</b>
	Number of battery electric vehicles leased**	<b>350,000</b>	
Reducing CO <sub>2</sub> of our leased fleet	% of the average CO <sub>2</sub> reduction per vehicle per km vs January 2020	<b>- 35%***</b>	 <b>13. Climate action</b>
Green Energy management and retail (including Vehicle to Grid)	% of "Electrified" vehicles connected to Vehicle to Grid (V2G) ecosystem	<b>10%</b>	


\*Battery electric vehicles (BEVs), hybrid vehicles (plug in and full hybrid); \*\*The 2025 ambition assumes similar or better supporting measures from the relevant governments on battery electric vehicles, as well as charging infrastructures & supporting services being further upgraded; \*\*\*Average emissions of CO<sub>2</sub> are calculated as a weighted average of the Arval entities' fleet (Passenger cars and LCVs). In a context of regulation change (NEDC, WLTP), the CO<sub>2</sub> emissions will be adjusted to the WLTP, making use of the results of a NEDC-WLTP correlation internal study, to ensure comparable stringency.

#### REDUCING THE ENVIRONMENTAL IMPACT OF OUR OPERATIONS

"Electrified*" vehicles share in Arval own fleet / for Executive Committee Members	% of countries with 100% "Electrified" own fleet for Executive Committee Members	<b>100%</b>	  <b>12. Responsible consumption and production / 13. Climate action</b>
0g CO <sub>2</sub> emissions of Arval own operations. By reducing and fully offsetting all the CO <sub>2</sub> emissions of Arval own operations (combustion of fossil fuel, electricity in own buildings, professional travels).	Number of grams of CO <sub>2</sub> achieved after carbon compensation**	<b>0g CO<sub>2</sub></b>	
Paperless company: reducing paper consumption per employee	Number of kilograms per employee and % of decrease vs end of December 2019	<b>11.5kg/employee -50%</b>	 <b>15. Life on land</b>

\*Battery electric vehicles (BEVs), hybrid vehicles (plug in and full hybrid); \*\*Since 2017 BNP Paribas is reducing as much as possible its direct impact in order to decrease its carbon footprint and is offsetting its residual GHG emissions.

#### ADVANCING AWARENESS AND SHARING BEST ENVIRONMENTAL PRACTICES

Employee awareness	% of employees who participated in the Employee Survey agree with the statement "I believe Arval is an environmentally responsible company"	<b>90%</b>	 <b>13. Climate action</b>
Sharing of sustainable communication in-house, and externally	% of the sustainable communication out of the total communication (internal, social media and press)	<b>60%</b>	

(1) Target to achieve for the operational year of 2025 unless stated differently in the Key Performance Indicators description; (2) SDGs : Sustainable Development Goals.


PILLAR 1  
**THE ECONOMY** /  
DEVELOPING OUR BUSINESS  
IN AN ETHICAL  
AND SUSTAINABLE WAY

*“Soon, a user of our solution could very well drive his or her personal vehicle to the station, hop on a train, take an electric scooter once there and then finish the journey using a shared car. And all this in a totally transparent way.”*

**Philippe Kahn,**  
Mobility Solutions Expert  
at Arval Belgium



## PROMOTING SUSTAINABLE MOBILITY WITH A POSITIVE IMPACT

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Sustainable mobility offers (car sharing, MaaS* app, car leasing, etc.)	Countries deploying MaaS app	France, Germany, The Netherlands, Belgium	France, Germany, The Netherlands, Belgium, Italy, Poland, Spain, UK	
	Countries deploying e-bikes	Austria, Belgium, Brazil, Czech Republic, France, Germany, Hungary, Italy, Luxembourg, The Netherlands, Poland, Spain, Switzerland, UK	Belgium, Czech Republic, France, Germany, Hungary, Italy, Luxembourg, The Netherlands, Poland, Spain, Switzerland, UK, Greece, Nordics, Portugal	
	Countries deploying car sharing	Belgium, Czech Republic, France, Italy, The Netherlands, Poland, Slovakia, Spain, Switzerland	Belgium, Czech Republic, France, Italy, The Netherlands, Poland, Slovakia, Spain, Switzerland, Brazil, Germany, Nordics, Portugal, UK	
SMaRT** approach to support our clients in their energy transition	Number of SMaRT missions conducted by Arval (both at country level and internationally)	182	150	

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

\*Mobility as a Service; \*\*SMaRT : Sustainable Mobility and Responsibility Targets



**Amélie Phelip**  
Mobility Director  
of Arval Group

**Arval strives to support companies in a way that makes mobility an asset.**

**What are the main levers to successfully make decarbonised mobility an asset for companies?**

Our Arval Mobility Observatory annual barometer shows that 79% of European companies have already implemented or plan to implement mobility solutions in the next three years, not as a replacement but as a complement to existing ones. Naturally, cost control is a central question. Cost optimisation is based on tax-deductible solutions or solutions that make substantial savings on taxi costs or reimbursed mileage allowances. The car-sharing solutions already implemented by Arval France customers have saved up to 30% on total mobility costs.

**What other concerns?**

The micro-mobility revolution raises urban safety issues. Providing companies with bicycles, scooters, or mopeds is only possible with the appropriate infrastructure. All services offered by Arval come with relevant insurance policies, safety kits (helmets, waistcoats, etc.), and road safety training.

**Does the multiplication of mobility services imply more administrative work?**

Enhancing fleet management is paramount. Digital MaaS\* solutions that integrate mobility budgets and are connected to Human Resources interfaces or financial systems make the whole strategy more valuable and appealing. MaaS is also vital to make the experience swifter for users, booking journeys and accessing means of transportation in just a couple of clicks.

**How is Arval ideally placed to drive the sustainable mobility transformation?**

Our approach is designed to make mobility an undeniable opportunity for all companies committed to their employees. We take into account all their concerns. Our ability to diagnose each customer's unique mobility needs and quickly deploy solutions such as the 360° Mobility offer directly contribute to reducing CO<sub>2</sub> emissions while optimising costs and meeting the evolving expectations of new generations of employees.

\*Mobility as a Service



### PARIS WORLD MOTOR SHOW SHOWCASING THE FUTURE OF MOBILITY

In October 2022, we were proud to share some of our most innovative solutions with the visitors of the Paris World Motor Show: our self-driven electric shuttle – operating in Rueil-Malmaison – was the star of the show. The public was invited to try our Arval Mobility App and experience our road safety training programme, developed with virtual reality technology. Two start-ups, Instant System and Ridecell, specialists in digitising mobility services, shared our stand during the event.

## NEXT-GENERATION SOLUTIONS TO ACCELERATE THE MOBILITY TRANSITION

### Arval launches Smart Pool Cars

**The big idea?** Allowing companies to use traditional pool cars equipping them with the Arval car sharing solution digitalising the entry to the pool vehicles thanks to the keyless technology. Smart Pool Cars, therefore, ease daily fleet management, expand the potential use of a fleet to more people and gain higher efficiency.



### Arval Connect powered up

With dedicated, in-house expert teams, Arval has been investing in telematics for ten years and now counts **400,000 connected vehicles** in its fleet. To accelerate the energy transition amid challenging times, Arval has revamped Arval Active Link, its existing services offer. With its new-generation Arval Connect solution, customers can expect:

- **Optimised TCO**, for example by identifying ways to reduce fuel consumption;
- **Improved security**, by providing personalised driving behaviour profile and promoting road safety;
- **A more sustainable fleet**, offering a view of electrification opportunities and monitoring CO<sub>2</sub> emissions;
- **A more efficient workforce**.

Customers receive tailored assistance throughout their project implementation, making sure their journey to connectivity is a success.

**Arval Connect is currently deployed in 22 countries.**

### eLCV\* – the future is now

New conventional petrol and diesel cars and vans **will be banned from sale in the UK from 2030**. This is why Arval UK, through its LCV Centre of Excellence, more than ever supports its customers in the transition to electric alternatives.

*\*Light Commercial Vehicle*



*“It is not just finding ways to integrate eLCV, but taking an in-depth look at your fleet and optimizing the mobility of your drivers to identify new ways of moving goods and satisfying your customers, while cutting emissions dramatically and simultaneously.”*

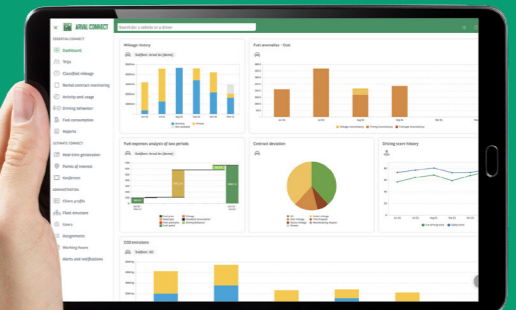
Jean Mateos  
LCV & energy transition consultant at Arval Group

FOCUS

### ARVAL ITALY Going one step further.

Arval Connect customers in Italy are the first to benefit from two new pilot services:

- **a connected insured rental service** which will provide a discount on the lease, based on driving history, when the vehicle is insured by Arval,
- **a connected drivers programme** to support customers in improving the drivers' behaviour. It comes with a set of driver training courses and incentives.





## ETHICS OF THE HIGHEST STANDARD

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Strong sectorial policy	% of clients assessed according to Know Your Customer (KYC) guidelines	100%	100%	13 CLIMATE ACTION
Training on anti-corruption, anti-money laundering, sanctions and embargos	% of employees trained on anti-corruption, anti-money laundering, sanctions and embargos	98.3%	98%	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

(1) SDG N°13: Climate action / SDG N°16: Peace, Justice and strong institutions

### Developing an accountable business ecosystem

Arval has strengthened its ESG risk analysis process by aligning with the BNP Paribas Group on strict sectorial policies implementation in the assessment of new and current customers. These criteria guide us as a catalyst for positive change. Our Code of Conduct, common to all BNP Paribas entities, reflects our determination to thrive on our foundations of professional expertise and integrity. This Code of Conduct is our framework to perform while reflecting our core values. Through seamless dialogue with our customers (notably our Know Your Customers guidelines), we also ensure the development of an accountable business ecosystem.

### ESG - Assessing our impact to make a difference

"Launched in 2019, the European Green Deal is an integrated strategy covering all important sectors. Its objectives, aimed at fighting climate change, entail a profound transformation of our societies. The European climate target plan is a two-step approach : by 2030, the EU countries greenhouse gas emissions shall be cut by at least 55% and in 2050, Europe's economy and society shall become climate neutral. As you can easily imagine, this European climate target has a direct impact on our core activity (the more obvious one being the electrification of vehicles) but other impacts need to be anticipated such as more efficient buildings or renewable energies. Ensuring our compliance with local and international regulations also helps us identify opportunities while raising our awareness of our need to actively participate in the achievement of this climate neutral target. In other words, ESG keeps us grounded while expanding our horizons to - for instance- new services such as more sustainable mobility products."



**Marie-Laure Soullaine**  
Legal Director of Arval Group

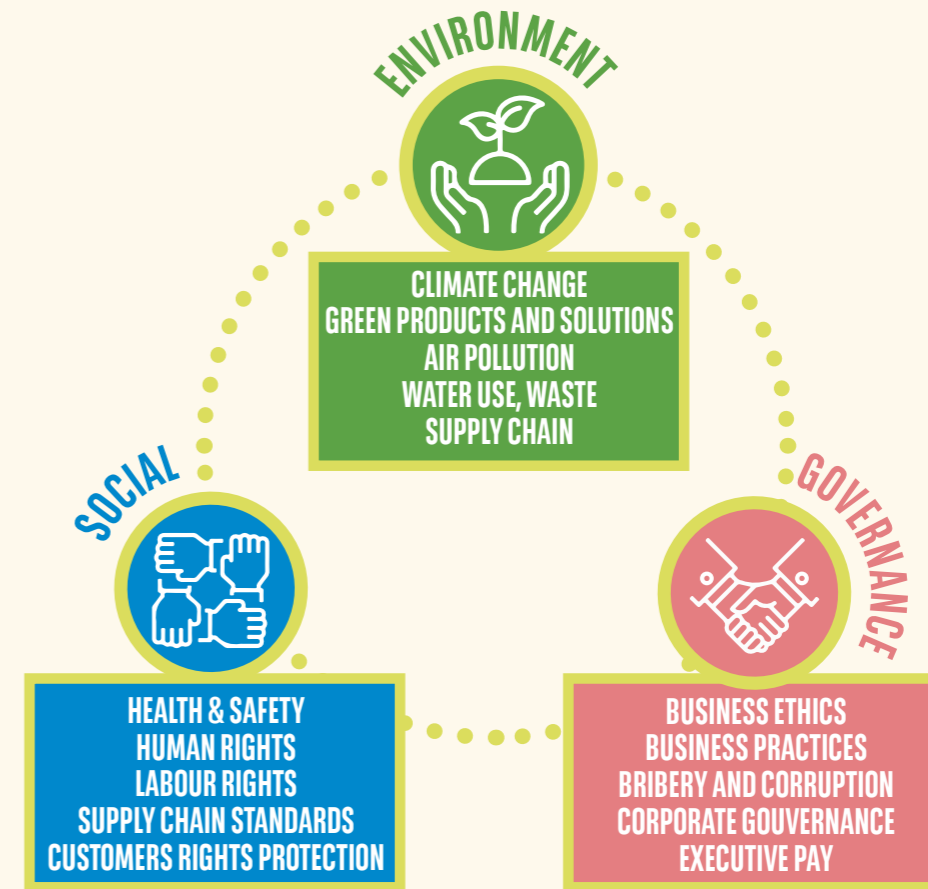
## INTEGRITY AT ALL TIMES

To comply with our Sustainability strategy and especially to respect our "Ethics of highest standards" commitment, Arval carries out a thorough environmental, social and governance risk assessment of every customer.

This assessment process is aligned with the **9 Sector Policies established** by the BNP Paribas Group which take into account ESG Risks in addition to economic performance criteria.

Our ESG Risks process allows us to achieve our goal to mitigate climate change, contribute in the protection of biodiversity, and respect human rights by promoting good ESG behaviour.

**We also stay aligned** with actual and future regulations such as the EU Taxonomy Regulation and other green local regulations.



## SHARING HIGH RESPONSIBILITY WITH OUR STAKEHOLDERS

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Sustainability clauses integrated into all new contracts	% of new suppliers' contracts signed containing sustainability clauses	100%	100%	
Integration of sustainability criteria into tender processes	% of suppliers scored on sustainability during the tender	48% overall Arval 100% in France, Italy, Spain and UK	100%	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Arval current preferred suppliers assessed according to sustainability criteria	% of current preferred suppliers assessed according to sustainability criteria	56%	100%	

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



**Damien Pellissier**  
Chief Sourcing Officer  
of Arval Group

### What measures have recently been implemented by Arval to reinforce its responsible purchasing practices?

We build on solid ground. The BNP Paribas guidelines provide a clear framework to embed environmental and social clauses in our contracts with suppliers. One of our goals is to drive Arval towards more circularity. For instance, we aim at prioritising vehicle repair over replacement by working with carefully curated garages and workshops.

This more efficient and responsible approach creates a win-win situation for Arval and its customers, who expect low-impact/high-performance solutions. Also, focusing on circularity is an R&D accelerator. By working with paint manufacturers, we contribute to identifying solutions that minimise waste and decrease time to repair of our vehicles.

### How can you go further in the years to come?

Today, the vast majority of our tenders and contracts include sustainability clauses. Just like in our global society, our stakeholders expect more transparency. That implies maximising our ability to control our partners' commitments in real life. It means time, expertise and resources. We already do it as much as we can, and we realise that our implication is valued by the people we work with.

Definitely, it underlines the importance of maintaining in-depth dialogue with our suppliers to foster common values. Our sustainability charter is a cornerstone of our approach, but it is vital to continue meeting our suppliers, and highlighting the positive impact they can have.



## ANTI-CORRUPTION our zero-tolerance commitment

Arval operates a policy of zero tolerance regarding bribery and corruption. We expect the same from our customers, business partners and third parties in all our business dealings.

Also, we are proud of the responsible approach that we take to business and the honesty and integrity shown by our employees. Our whistleblowing policy is fully operational. If, at any time, our employees or external third parties need to report a potential violation against our internal standards, legal regulations or our Code of Conduct, they are encouraged to do so.

### Empowering our teams

100% of employees are trained in business ethics (against corruption, anti-money laundering, sanctions, and embargoes) in 2022.

## DESTINATION? THE CIRCULAR ECONOMY.

### Targeting **zero waste**:

To Good To Go is a mobile application created by A Danish start-up in 2015, which connects its users with food professionals to offer them unsold food at reduced prices in the form of food baskets to save. Arval Headquarters and Arval France joined this initiative in 2022 to help their teams reduce daily food waste and contribute to making food accessible for all. Also, our road to circularity covers recycling. No stone is left unturned to maximise efficiency and limit our technology's environmental impact:

- **paper recycle** process,
- **ink cartridges** part of Lexmark Cartridge Collection Program (LCCP),
- **masks recycling** for energy production,
- **small electric and electronic** equipments,
- **all IT** equipment (desktops, laptops, SmartPhones and tablets) **are reused or recycled.**

## CIRCULAR ECONOMY at Arval Romania



In 2022 Arval Romania made a significant donation of 52 office desks to a local school. This move comes as a follow-up to its internal decision to replace desks for its local office. The school now uses the furniture items enabling the creation of two new laboratories and a teachers' room.

PILLAR 2  
**OUR PEOPLE** /  
DEVELOPING  
AND ENGAGING  
OUR PEOPLE  
RESPONSIBLY

*"We cannot serve our customers for the better without caring about the wellbeing and the development of our teams. It is absolutely vital, not only to sustain our leadership but also to make a positive impact through community initiatives and responsible management practices."*

**Bernard Blanco,**  
Human Resources Director  
of Arval Group

# PROMOTING DIVERSITY, INCLUSION AND SUSTAINABILITY / IN THE WORKPLACE

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Women in Action – Program for future Women Leaders	% of women in Senior Manager positions (SMP) % of women in Local executive committees	32% 36%	40% 40%	
Disability Commitment	% of entities* with at least 1 commitment on disability which are aligned with the International Labour Organisation (ILO) Standards	85%	100%	

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

FOCUS

## GAME-CHANGING EMPLOYEE NETWORKS

At Arval, we encourage and support our employees to unite awareness on topics that matter, innovate and share best practices.



### AFRINITY

created to share common affinities with the African continent.

### CULTUR'ALL

a global network, made up of various BNP Paribas networks aims to raise employee awareness on discrimination and barriers affecting employees of ethnocultural diversity.

### ALL ABROAD

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

### WE GENERATIONS

is a network open to all, with the aim of increasing exchanges between young people and seniors.

### PRIDE

created to support the BNP Paribas LGBT+ community and its allies in the workplace.

### ABILITY

a thriving network created to facilitate cooperation, emulation and solidarity around the topic of disability in the workplace and private life.

### MIXCITY

a BNP Paribas community that strives to promote gender equality in the workplace.

### BEST PRACTICES WORTH SHARING

To celebrate the Arval Diversity Day (common to all our countries), Arval Austria organised a diversity breakfast: the perfect setting not only to get to know more about the 13 different nationalities within the local team but also to «taste» different cultures and customs. On all accounts, a delicious and valuable experience to repeat as soon as possible!



Diversity, equality of opportunity and inclusion are what our Arval Beyond Strategy is all about.


Its goal is to reinforce Arval's progressive culture while ensuring everyone gets on board as part of a shared ambition. Many initiatives and local programmes embody this mindset and are supported by a dedicated Diversity & Inclusion department.

*"I am very grateful to Arval for giving me the opportunity to be part of the Arval Women In Action 2022 class. It was a unique opportunity for me to meet women from different backgrounds and business areas. All of them are passionate, professional and ambitious in their own way to make our company move forward. This experience brought me some real friendships and complicity with many of the participants. Last but not least, the WIA programme gave me the unique opportunity to take time for myself and my professional development. A tailored coaching and high support from a Senior BNP Paribas Management Team mentor has accompanied me during that amazing journey."*



**Women in Action - Guergana KOLEVA**  
Global Director RPA & Smart Automation of Arval Group

# BEING A GOOD PLACE TO WORK WITH RESPONSIBLE EMPLOYMENT MANAGEMENT

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Pulse Survey	Net Promoter Employee (NPE)	21.3	20	

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



*“Most of our employees want to learn and share their know-how with newcomers. Our sustainability strategy is also a great lever of engagement.”*

**Bernard Blanco,**  
Human Resources Director  
of Arval Group



### What is the cornerstone of Arval's employee experience strategy?

For us, measuring the employees' advocacy - in other words, our people's willingness to recommend Arval - is essential to evaluate our legitimacy and performance as an employer. This indicator, the Net Promoter Employee score, helps us identify perfectible situations locally and **foster more responsible management practices** and seamless dialogue.

This survey - now conducted every semester - is fully embedded in all agendas and is highly valued. The reason is mainly founded on our ability to swiftly adjust and make the necessary steps. **It generates trust among us.**

### What makes Arval a good place to work?


Firstly, it is important to understand that Arval is a winning company, which makes it easier for everyone to fit in. Our sustainable growth, expanding markets and significant mobility challenges make for often inspiring

and engaging careers. **But what truly sets us apart is the generosity of our teams**, some of them committed to Arval for years. Most of our employees want to learn and share their know-how with newcomers. Our sustainability strategy is also a great lever of engagement. Thanks to our ability to bring life to our vision on a daily basis, to accompany our transformation with training and to empower our teams to be our best ambassadors for positive change.

### What are your hopes and expectations for tomorrow?

I am incredibly proud to see more and more employees give time for community initiatives as part of our 1MillionHours2Help programme. I hope to see more managers lead by example and emulate this dynamic in the years to come.

# BEING A LEARNING COMPANY / SUPPORTING DYNAMIC CAREER MANAGEMENT

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Training overall	% of employees reporting having been trained (any format, including e-learning) over the past 12 months (excluding BNP Paribas compulsory training)	97.9%	98%	
Dynamic career management	% of employees having received formal feedback from their management (annual appraisal, career review, continuous feedback)	97.9%	100%	

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



*“The Arval Talent Care Programme was an amazing experience! The program is very complete and well-structured as it develops personal skills, team work and all of this while developing an idea/project that could help the company. Personally I feel enriched with my participation thanks to all the people I met (Sponsors, stream leaders, my team and all other team members, Mentor, Human Ressources, Trainers and all the people that shared their work experiences). For sure I will remember this experience for the rest of my life.”*

**Arval Talent Care - Bruno Fernandes,**  
Finance Manager at Arval Portugal



*“Diversity and singularity are core elements of our DNA. That’s why we strive to strengthen our commitment. How? By creating specific local programmes that facilitate transmitting experience and expertise between generations, inclusion and the promotion of gender equality within Arval Spain.”*

**Miguel Cabaça,**  
General Manager of Arval Spain



## ARVAL LEARNING TRAIL



All professions today are undergoing change, and the sustainable mobility sector is no exception. To adapt to this deep transformation, every one of us needs to acquire new skills to prepare for the challenges ahead. That is why Arval have launched Arval Learning Trail, our first international event on skills development. This first edition is a massive success, with more than 3,000 registrations for more than 100 sessions in several languages. Its main topics? Self-development, Arval Business, new technologies and future trends.

## ARVAL TALENT CARE PROGRAMME



It aims at supporting high-potential Arval employees from different countries, different departments and different ages and more, to accelerate their development, come together and benefit from comprehensive mentoring and best coaching. Through hands-on workshops and collaborative meetings, participants tackle real business challenge. The programme reflects not only the talent of our teams, but also its diversity.

*“At a time where the global labor market is very dynamic, it is essential to show how much we care about our talents. The final event of the Arval Talent Care Programme is a unique opportunity for us to freshen up our ideas reflect on new initiatives and innovations. It is also the opportunity to select with our partners, customers and other members of the jury, the projects that will be implemented in the coming months. Like the previous years, I was amazed by the level of hard work, dedication and commitment of the participants! My warmest congratulations to all of them!”*

**Alain van Groenendael,**  
Chairman and CEO of Arval Group



PILLAR 3




## THE COMMUNITY

BEING A POSITIVE AGENT  
FOR CHANGE

*"Sustainability cannot be limited only to a business perspective. At Arval, we want to go the extra mile and make a positive impact, wherever we operate. Why? Because Arval is made of committed people who care."*

**Anne-Hélène Lamèthe-Avril,**  
Communications and Engagement Director  
at Arval France

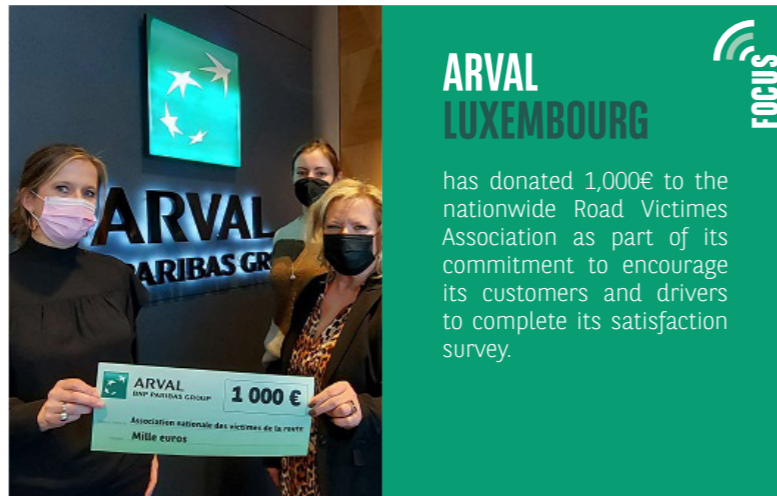
## INFLUENCING AND ACTING FOR DRIVER SAFETY

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Arval countries offering eco and safety driver trainings	Number of Arval countries for both eco and safety trainings	10 (35%) countries for both trainings*	29 (100%) countries	  
Developing specific insurance pack for vehicles equipped with ADAS** features	Decrease % of liable accidents, thanks to ADAS and Driver training. Calculation based on Third Party Liability Insurance (MTPL) contracts provided by Greenval	- 24%	- 10%	

(1) SDG N°3: Good health and well-being / SDG N°9: Industry, innovation and infrastructure / SDG N°11: Sustainable cities and communities  
 \*22 countries (76%) offering specifically a driver safety training; \*\*Advanced driver-assistance systems

### Technology with a purpose

The latest Arval Mobility Observatory Barometer shows that driver safety, followed by improving security, are the main reasons that fleets in the UK use connected car technology. In total, **44% of local fleets benefit from connected telematics tools** (vs 22% in Europe on average).



### ARVAL LUXEMBOURG

has donated 1,000€ to the nationwide Road Victims Association as part of its commitment to encourage its customers and drivers to complete its satisfaction survey.

*“With more than 1.5 million vehicles on the road, it is only natural that Arval contributes to enhancing road safety: for its customers, all drivers, and the community at large. To decrease the accident rate, for instance, we direct our technology towards a better understanding of behaviors behind the wheel and identifying potential risk. Our customers can therefore provide drivers with the most adequate training.”*



**Karen Brunot**  
 Chief Sustainability Officer of Arval Group





### DRIVER SAFETY, A GLOBAL COMMITMENT

As part of Road Safety Week 2022, Arval UK once again teamed up with Brake, the road safety charity, to raise awareness of key areas of road safety, including new changes to the Highway Code to protect people who walk and cycle. We also helped companies and their drivers understand how they can use roads safely to reduce incidents on the road and protect our most vulnerable road users.

As electric cars and vans are now being used by businesses in large numbers, drivers need to adapt their driving know-how, especially regarding the enhanced safety features on board. So, to help inform company vehicle drivers, Arval UK has created an EV driver toolkit and supports the development of safer driving techniques working with training specialist, eDriving.



# SUPPORTING R&D FOR THE FUTURE OF SUSTAINABLE MOBILITY

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Providing our stakeholders with Insights on mobility patterns - Arval Mobility Observatory (AMO)	Number of publications of the AMO worldwide	9	10	
	Awareness: number of participants in webinars and presentations	1,000	1,200	

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

## BUILDING GAME-CHANGING PARTNERSHIPS

### Arval and Ridecell Sign Strategic partnership

In January 2022, we announced the signature of a new strategic partnership with Ridecell, a global fleet automation and mobility solutions provider based in San Francisco – USA. Ridecell’s fleet automation and mobility platform, coupled with our leading position in the car leasing market, will help cover any mobility needs of Arval corporate customers throughout Europe. Our shared objective is to accelerate the development of end-to-end mobility solutions.



*“We are helping to meet the need for a secure, reliable, seamless digital and shared mobility solution. Ridecell’s fleet automation and mobility platform, together with Arval’s strong fleet capabilities, allow us to work together to innovate and solve the toughest mobility challenges for our customers.”*

Aarjav Trivedi, Founder and CEO of Ridecell



## THE FLEET AND MOBILITY BAROMETER 2022

The Arval Mobility Observatory, an industry expert in the recording and forecasting of mobility trends, has published the results from its latest barometer. **In 2022, a record number of company decision makers were interviewed to gather feedback from 26 countries:**

### 1. Companies remain confident in preserving the mobility of their employees

Despite the current climate of uncertainty, fleet and mobility policy decision makers, remain optimistic about the future. 94% of all companies expect their fleet to remain stable or grow over the next three years, mainly anticipating the growth of their businesses.

### 2. Full-service lease to continue growing

One third of the companies consider introducing or further increasing the use of operating lease in their financing and fleet management model. The context of uncertainties is favorable to the use of this financing solution which allows companies to have stable costs during the duration of the contract. Moreover, it allows companies to offload the risk on the resale price of the vehicle, a risk that is assumed by the

leasing company and no longer by the company that resorts to operational leasing. The operating lease is less expensive than the purchase (we finance the use and not the entire value of the asset).

### 3. Despite remaining challenges, the energy transition is clearly continuing

59% of companies have already implemented or are considering implementing at least one of the following technologies within the next three years: hybrid vehicles (HEVs), plug-in hybrids (PHEVs) and battery electric vehicles (BEVs) for passenger cars (PCs). 40% of companies already have at least one on fleet today.

### 4. Alternative mobility solutions deployed as an add-on to company car fleets

More than 6 companies out of 10 have already implemented

at least one alternative mobility solution (corporate car sharing, bike leasing or a mobility budget are few of them). 79% have already implemented or intend to invest in such mobility solutions for the 3 years to come.

### 5. Connected services are on the rise


Used to manage fleet costs and driver safety, telematics is increasingly expected from customers around the globe. Penetration of telematics is the highest in Brazil, Peru and Chile (around 60%). It also concerns more than half of the companies in the UK and Czech Republic.

*“The 2022 Fleet & Mobility barometer is clearly showing us the resilience of fleets in a continually turbulent environment, as the companies’ decision makers that were interviewed remain optimistic for the future and committed to pursue their investments in sustainable mobility.”*



Yaël Bennathan  
Head of Mobility Observatory of Arval Group

# SUPPORTING CORPORATE PHILANTHROPY ACTIONS RELATED TO OUR CORE BUSINESS

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Solidarity projects	Donations or equivalent in euros	420,721€	250,000€	
Solidarity hours performed by employees	Number of paid solidarity hours performed by employees	32,799 hours (since 2020)	30,000 hours	

(1) SDG N°1: No Poverty / SDG N°2: Zero hunger / SDG N°3: Good health and well-being / SDG N°9: Industry, Innovation and Infrastructure / SDG N°11: Sustainable cities and communities / SDG N°15: Life on land / SDG N°17: Partnerships for the goals

Being a force for good is at the heart of our strategy



Our philanthropy policy is ingrained in our sustainability strategy. Its purpose consists in defining and establishing governing principles for philanthropic activities at Arval and its employees, all over the world.

**At Arval, there are three types of donations:**

**Financial donations**  
(corporate fundraising, financial donations, etc.)

**Items**  
(donation or free lending of vehicles, equipment, etc.)

**Time**  
(volunteering hours – 1MillionHours2Help)

In line with our Philanthropy Policy, we want our energies to serve causes related to our vision. We encourage initiatives aligned with our four main philanthropy themes:

**ACCELERATING**  
the energy transition and fostering the preservation of biodiversity

**PROMOTING**  
the social inclusion of younger generations

**IMPROVING**  
local communities close to our facilities

**SUPPORTING**  
social entrepreneurship initiatives

FOCUS

## THE JACCEDE SOLIDARITY CHALLENGE

People with reduced mobility lack of information on accessibility and it remains one of the most significant barriers to make their life easy.

In December 2022, almost 150 employees from Arval France and Headquarters hit the streets in the hexagon (Lyon, Rueil-Malmaison and Rennes) to list the local shops accessible to all, thanks to the dedicated **Jaccede** online platform. **More than 900 new locations** have been added thanks to the dedication of the 16 teams mobilised.

*“The idea of addressing the issue of disability together in a challenging and collaborative way has been massively supported internally. I think it is because inclusion is a value we all share at Arval. We encourage to make our close environment more accessible to all.”*



**Anne-Hélène Lamèthe-Avril**  
Communication and Engagement Director at Arval France



### 1MILLIONHOURS2HELP, THE CORNERSTONE OF OUR PHILANTHROPIC AMBITION

1MillionHours2Help is Arval’s employee engagement programme for a more inclusive and sustainable society. This global solidarity initiative allows all Arval employees to participate by carrying out solidarity actions during their working hours, in agreement with their manager. Since its launch, all Arval Group employees around the world have shown great commitment with more than 32,799 volunteering hours.

## ARVAL EMPLOYEES IN ACTION

### 1MILLIONHOURS2HELP STORIES WORTH SHARING

**Kudos to all our teams for showing inspirational commitment and solidarity.**



**Arval Morocco** has donated a utility vehicle to SOS Children's Villages Dar Bouazza to help transport children to school and other activities.

**Arval Czech Republic** has stepped up to help the town and the castle of Třešť, in need of maintenance and care.

Employees from **Arval Chile** have come together to prepare snacks for local children from poorer backgrounds before spending time with them during a fun afternoon.

**Arval Finland** participated in a Christmas tree charity programme dedicated to underprivileged children. The team also supported a bike team that cycled from Finland to Paris to raise money for critically ill children.

In 2022, BNP Paribas celebrates 75 years of presence in **Germany**. To mark this occasion, the local Germany sustainability team has launched the «75 years BNP Paribas in Germany - 75 corporate volunteering events» initiative.

**Arval Greece** has joined forces with its neighbour Unilever in a blood donation programme.

Volunteers from **Arval Hungary** spent several hours together cleaning up a charming park close to the Arval offices.

**Greenval Ireland** organised a volunteering day with charity partner Barrestown. Tasks included painting, gardening, cleaning, maintenance tasks and planting a symbolic tree to complete the event.

La Mobilità si fa in 4 is a sustainability educational project for primary schools, born from the will of **Arval Italy** to raise awareness on innovative, eco-friendly, safe, connected, and shared mobility and lifestyles in the local communities.

**Arval Portugal** has joined JRS (Jesuit Refugee Service) to create training courses for refugees in Portugal. Its goal is to support up to 225 refugees over the next three years. The local entity also supports Associação Salvador to promote the integration of physically disabled people in society.

Through its partnership with Svetielko nádeje & MŠ, **Arval Slovakia** has

supported people suffering from mental disabilities since 2014. The local entity has also donated a vehicle for doctors caring in a local children's hospice.

**Arval Spain** regularly organises donations and volunteering events for local NGOs, including the Ecomar Foundation bringing employees together for beach clean-ups.

Clothing donations, get-togethers with elderly people, karaoke nights with people with disabilities, **Arval Switzerland** solidarity initiatives are aplenty, a testament to the commitment of their local team.



For every customer satisfaction survey answered by customers, **Arval Turkey** makes a donation to the Turkish Education Foundation.

**Arval UK** has donated two fully electric vans to a local hospice charity partner. It also supports Brake, a charity partner dedicated to making roads safe for all. Employees are also involved in several inspirational volunteering activities.



### HELPING OUT TO CONNECT BETTER

**Barbara Feaugas**, Business Development Manager at Arval International Business Office, shares her experience as a volunteer at Nanterre Social Grocery Store as part of the 1MillionHours2Help programme.

**What would you say to an Arval colleague who would like to help?**

Beyond being useful, it's a great way to connect with people. Everyone can bring value to the organisation, whatever the skillset. From cash desk work to helping families with their administrative needs, there are many ways to make a positive impact locally. There is more happiness in giving than in receiving!



***"In France, in the city of Rueil Malmaison, we teamed up with local authorities to organise the collection of goods from food to clothing items. 24 employees participated alongside other volunteers from the local council. Teaming up with local communities essential is not only possible, but vital to give added strength to our solidarity actions."***

**Anne-Hélène Lamèthe-Avril**,  
Communication and Engagement Director  
at Arval France

### ARVAL AND ITS TEAMS FULLY COMMITTED TO HELPING UKRAINE

Since the very start of the conflict in Ukraine, Arval has been mobilised to help the local population, in every way possible.

**Financial donations:** Arval Hungary, Arval Poland and Arval Romania have organised fundraisers at company level to support active NGOs such as the Red Cross.

**Material donations:** collections of food, baby and sanitary products has been organised across several Arval entities. Arval Hungary, Arval Luxembourg, Arval Poland, Arval Headquarters, and Arval Romania have also provided vehicles for NGOs (SOS Group, Red Cross, etc.) and to help with food and essential goods effort.

**Arval would also like to thank to its many employees who have given time and energy to support the delivery of goods and the hosting in their houses Ukrainian refugees.**






PILLAR 4  
**THE ENVIRONMENT**  
COMBATTING  
CLIMATE CHANGE

*"At Arval, we are determined to become a leader in sustainable and inclusive mobility. In this respect, we aim to accelerate the shift of our clients to electrified vehicles where possible and make them affordable to all."*

**Bart Beckers,**  
Chief Commercial Officer and Deputy  
CEO of Arval Group



## SMART MOBILITY / FOR SMARTER COMPANIES /

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
"Electrified" <sup>**</sup> vehicles share in our leased fleet	Number of "Electrified" vehicles leased	296,700	700,000	
	Number of battery electric vehicles leased <sup>**</sup>	90,000	350,000	
Reducing CO <sub>2</sub> of our leased fleet	% of the average CO <sub>2</sub> reduction per vehicle per km vs January 2020	-12.6% at end of Dec. 2022	- 35% <sup>***</sup>	
Green Energy management and retail (including Vehicle to Grid <sup>****</sup> )	% of "Electrified" vehicles connected to Vehicle to Grid (V2G) ecosystem	-	10%	

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

<sup>\*</sup>Battery electric vehicles (BEVs), hybrid vehicles (plug in and full hybrid); <sup>\*\*</sup>The 2025 ambition assumes similar or better supporting measures from the relevant governments on battery electric vehicles, as well as charging infrastructures & supporting services being further upgraded; <sup>\*\*\*</sup>Average emissions of CO<sub>2</sub> are calculated as a weighted average of the Arval entities' fleet (Passenger cars and LCVs). In a context of regulation change (NEDC, WLTP), the CO<sub>2</sub> emissions will be adjusted to the WLTP, making use of the results of a NEDC-WLTP correlation internal study, to ensure comparable stringency; <sup>\*\*\*\*</sup>Vehicle to Grid (V2G) is a technology that enables energy to be pushed back to the power grid from battery of an electric car

### A FAVOURABLE TAX FRAMEWORK FOR CHANGE

Governments are changing their tax incentives **in favour of more sustainable technologies**; Low Emission Zones are being introduced while electric charging infrastructure is growing.

Fleet decisions around powertrains have gone beyond functionality, performance, and costs to include CO<sub>2</sub> emissions and ethics criteria to ensure a future-proof car mobility.



In 2022, the Arval Mobility Observatory undertook **an independent study in cooperation with Ipsos** on Employee mobility, current practices and expectations of employees regarding their company's mobility services. **More than 2,900 employees** were surveyed across 6 European countries. This survey demonstrates that offering mobility solutions to employees is a way for companies to improve attractiveness and benefit in terms of talent retention.

### SNAPSHOT OF THE RESULTS

Belgium and the Netherlands are the most developed in terms of offering mobility solutions to employees: in Belgium, 80% of employees have at least one mobility service offered within their company and 75% in the Netherlands, with an average of 2.5 mobility services available.

**However, all employees express high expectations in terms of mobility regarding their companies.**

92% of employees would appreciate at least one mobility service to be provided or to be maintained by their company, the most requested being a mobility budget and a company car with related services: 76% of employees have expectations concerning partial coverage of energy fuel expenses, 73% regarding mobility budget, 72% for partial coverage of public transport expenses.

Companies' mobility offer is a clear driver of employer attractiveness.

**Mobility is an essential factor for employees when choosing their company.**

66% of employees consider the mobility solutions offered by their future companies to be an important criterion. This requirement is important for 76% of employees who plan to leave their jobs in the upcoming six months.

The proposal of mobility solutions strongly increases employer attractiveness. Respectively 82% and 78% of employees think that a company would be more attractive if mobility budget and company cars were a part of a job's package.



FOCUS



## NEW EXPECTATIONS, BETTER INTERACTIONS /

*“The status quo has been challenged to its roots.”*



**Bart Beckers**  
Chief Commercial Officer & Deputy CEO of Arval Group

### How have the covid-19 pandemic, semiconductors and energy crises impacted mobility trends and customer expectations?

The status quo has been challenged to its roots. Companies are testing new ways to organise work. Do we still need to commute? Everyday? Occasionally? More and more, organisations are striving to identify hybrid solutions to reduce workspace, contribute to the well-being of their employees and support their sustainability ambitions. Mobility is at the heart of these issues. The question is not only about accelerating electrification but also deploying truly adapted policies that meet the specific needs of each organisation, including alternative solutions such as bicycles, car-sharing or electric scooters. Our challenge is to provide customers with the relevant expertise to design the right policy and develop the adapted infrastructure.

### What does it change to Arval's interaction with customers?

This context, combined with the rapidly evolving regulatory environment favouring the energy transition, creates many opportunities for us to bring life to our now mature vision of sustainable mobility. We are implementing mobility hubs and car-sharing solutions while electrifying fleets at a higher tempo despite current semiconductors shortage. Also, we are increasingly encouraged to team up with the expertise within the BNP Paribas ecosystem - such as BNP Paribas Real Estate - to deliver solutions from multi-layered and complex briefs.



## Just transition

### Making the switch to electrified vehicle affordable to all

The take-home salary boost available to employees who are able to switch from a petrol or diesel to an electric company car could help counteract cost of living pressures for them.

*“What we are seeing is both individual drivers and entire fleets, which may have been slow to electrify, suddenly find impetus, which very much fits in with our stated corporate strategy of supporting our customers' transition to electrified vehicles as soon as possible. And by employers enabling more employees to access electric cars through salary sacrifice\*, it's also a more inclusive approach for all employees.”*



**Joel Lund**  
Commercial Director at Arval UK

\*The Arval Ignition salary sacrifice arrangement is one of the simplest and most affordable ways for employees to drive a brand new electric car. The employer leases the car and deducts the payment before tax from the employee's salary. The employee therefore saves the tax on the monthly payment while there also National Insurance savings.

## REDUCING THE ENVIRONMENTAL IMPACT OF OUR OPERATIONS

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
“Electrified”** vehicles share in Arval own fleet / for Executive Committee Members	% of countries with 100% “Electrified” own fleet / for Executive Committee Members	67%	100%	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Carbon free company for own operations (Combustion of fossil fuel, electricity in own buildings, professional travels)	Number of grams of CO <sub>2</sub> achieved after carbon compensation**	0g CO <sub>2</sub>	0g CO <sub>2</sub>	13 CLIMATE ACTION
Paperless company: reducing paper consumption per employee (kg/employee)	Number of kilograms per employee and % of decrease vs end of December 2019	7.3kg/ employee -68%	11.5kg/employee -50%	15 LIFE ON LAND

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

\*Battery electric vehicles (BEVs), hybrid vehicles (plug in and full hybrid); \*\*Since 2017 BNP Paribas is reducing as much as possible its direct impact in order to decrease its carbon footprint and is offsetting its residual GHG emissions.

We strive to reduce our own environmental footprint by any means possible.

For that, we closely monitor our emissions to take proper action, locally and across our countries. Our commitment has been **recognised with certifications in 14 countries** through the ISO 14001 Environmental Management System (EMS) and other initiatives. We encourage the sharing of best practices in-house to foster a stronger sobriety culture.

## OPERATIONAL SCOPE OF ARVAL GHG EMISSIONS

**Greenhouse Gas Accounting** is a way for businesses to measure and report their emissions of greenhouse gases that cause global warming and climate change. The Scopes 1,2,3 are the basis for greenhouse gas reporting.

### SCOPE 1

Direct emissions from owned or controlled sources: direct GHG emissions that are released by Arval by the use of energy that is not electricity, which in our case it stands for natural gas consumption and heating oil (for heating systems), and fuel (for emergency power units).

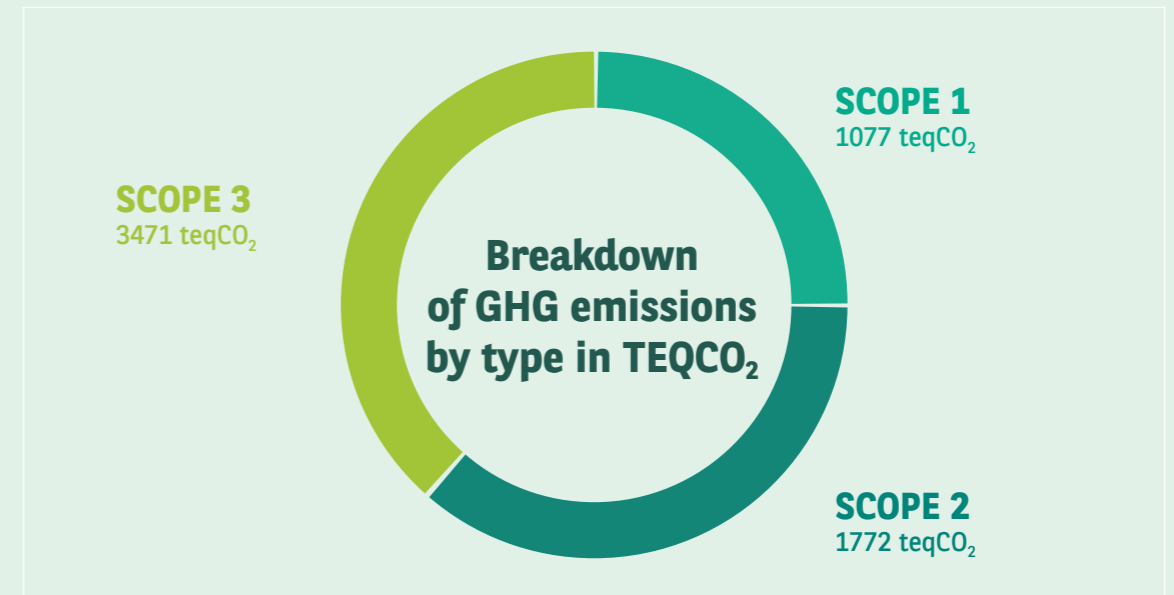
### SCOPE 2

Indirect emissions from the generation of purchased energy: comprehends all types of electricity Arval buys, and all the electricity spent in district heating and cooling systems.


### SCOPE 3

Indirect emissions associated with employees business travel: at this stage only calculated for business travels made by plane, rail and car.

Source: Enablon GHG BNP Paribas Tool, 2022 data



## ADVANCING AWARENESS AND SHARING BEST ENVIRONMENTAL PRACTICES

Actions	Key Performance Indicators	2022 progress	2025 target	SDGs <sup>(1)</sup>
Employee awareness	% of employees who participated in the Employee Survey agree with the statement "I believe Arval is an environmentally responsible company"	85%	90%	
Sharing of sustainability communication in-house, and externally	% of the sustainable communication out of the total communication (internal, social media and press)	48%	60%	

(1) SDG N°13: Climate action

**At Arval, we want all employees to be part of our sustainability journey.**

That is why we ensure that our ambition is backed up by comprehensive training programmes, in-depth dialogue and inspirational initiatives.

In 2022, France, UK, Italy, Spain, Norway, and Columbia **have launched the unique house made training called « CSR & ESG Awareness » to spread Sustainability topic** everywhere in the company.

In Q1 2023, the remaining 23 countries will deploy the training to all their employees with an objective: 100% of Arval employees world-wide trained on climate change and sustainability at Arval.

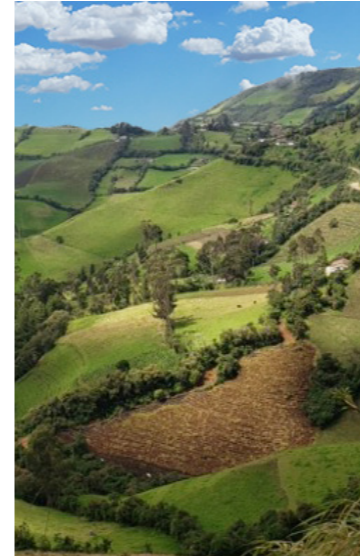


### CLIMATE FRESK – FOSTERING A SUSTAINABLE CULTURE, IN-HOUSE

To drive a business more responsibly, building on a robust sustainability culture is preferable. **Understanding the depth of the global climate issue is absolutely vital to take action and build solutions.**

At Arval, we engage our employees via internal but also external training and workshops such as Climate Fresk. **Climate Fresk is one of the most powerful tool for providing quality and accessible climate education**, making this knowledge rapidly scalable within an organisation or community. In 2022, our entire sustainability community attended a global Climate Fresk session, and more than 100 employees have been trained thanks to the commitment of all local sustainability teams.

If you want to know more, please go to: [Climate Fresk](#)



### ARVAL 1 ELECTRIFIED VEHICLE = 1 TREE BIODIVERSITY INITIATIVE



Arval has expanded its first international biodiversity project launched in 8 Arval Countries in 2021 to all remaining countries in 2022. The idea is simple. **one tree is planted for each electrified (electric and hybrid) vehicle leased by Arval.** Local projects have been identified in 17 countries, while the remaining countries contribute to a global project in Peru. The objective is to promote local biodiversity while engaging Arval employees and customers.

Our goal? To finance more than 700,000 planted trees by the end of 2025, in line with our Arval Beyond strategy.





**Since 2021, Arval has already financed 209,483 trees in 50 forests around the world with the support of ReforestAction, which oversees and plants the trees.**



### 209,483 trees

planted by Arval BNP Paribas in 50 forests

Benefits created by the trees already planted :

-  **628,449** shelters for animals created
-  **837,932** months of oxygen generated
-  **209,483** hours of work created
-  **31,422** tons of CO<sub>2</sub> stored





## IMPLEMENTING THE TEN PRINCIPLES INTO STRATEGIES & OPERATIONS

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

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**ARVAL**  
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For the many  
journeys in life