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ACCOUNTABILITY REPORT ENVIRONMENTAL AND SOCIAL RESPONSIBILITY 2021

7.1 Strategic outlines and organization of the ESR policy

7.1.1 Strategic pillars of ESR

As a significant player in the financing of the economy, Natixis intends to play a role in the transition to sustainable development and, through its business lines, contributes to creating value for all of its internal and external stakeholders. ESR was one of the levers of the New Dimension strategic plan (2018-2020), and Natixis' ambition has been strengthened as part of the new plan, which expires in 2024, with the stated desire to **strengthen our commitment to the energy transition and SRI finance with a "Net Zero" alignment objective**.

This commitment is accompanied by ambitious objectives in all Natixis business lines and functions:

- assert our status as **financial partner of choice for our customers for their energy transition strategy**, drawing on the expertise of our Green & Sustainable Hub, with a 1.7-fold increase in Natixis CIB's green revenues;
- **positioning ESG at the heart of our Asset Management and Insurance activities** with more than 50% of the assets under management of Natixis Investment Managers, i.e. more than €600 billion, in the sustainable or impact investment category by 2024;
- **align our balance sheet and investments on a net zero trajectory** in line with the Paris Agreement and a +1.5°C target and based on our Green Weighting Factor methodology;
- offering our clients SRI finance solutions focused on **natural and social capital**;
- operate at a **higher level of corporate responsibility**, in particular for our direct impacts on the environment, with a 20% reduction in the carbon footprint per employee.

Our Social and Environmental Responsibility policy is focused on three key priorities

GREEN AND SUSTAINABLE BUSINESS DEVELOPPEMENT
contribute to the global energy transition and develop a sustainable economic model with our clients

DIRECT IMPACT & ONBOARDING
employees' commitment, management of direct impacts on the environment, responsible purchasing policy, solidarity initiatives

RISK MANAGEMENT
integration of ESG criteria in our financings and investments

Our ESR key performance indicators

BUSINESS	RISK	DIRECT IMPACT TO ENVIRONMENT	SOCIAL	SOCIETAL
ASSET MANAGEMENT Share of responsible, sustainable and impact investments [1]	Number of transactions analyzed by the ESR Risk team	Energy consumption per FTE [7]	Training hours per employee	Number of employees involved in solidarity initiatives [10]
33%	**365** *vs. 224 in 2020*	**2.43 Kwh** *vs. 2.14 Kwh in 2020*	**20.2 hours** *vs. 15.1 hours in 2020*	**More than 2,300** *vs. 1,800 in 2020*
FINANCING Green Weighting Factor [2]	Share of assets most exposed to climate risk transition	Share of supply of renewable electricity in France	Percentage of women among Company leaders [8]	
23% Green *vs. 29% in 2020* **33%** Neutral *vs. 30% in 2020* **44%** Brown *vs. 41% in 2020*	**6.4%** *vs. 12.1% in 2020* [5]	**93%** *vs. 92% in 2020*	**32.9%** *vs. 31.8% in 2020*	
Share of renewable energies [3]	Coal-related outstandings [6]	Carbon footprint Scope: France	Share of employees working remotely [9]	
80% *vs. 65% in 2020*	**€369M** *vs. €394M in 2020*	**7 TCO_2eq/FTE** *vs. 7 TCO_2eq/FTE in 2020*	**87.1%** *vs. 79.4% in 2020*	
INSURANCE Portfolio temperature [4]				
2.4°C *vs. 2.7°C in 2020*				

(1) Share of assets managed on behalf of third parties by Natixis Investment Managers (NIM) affiliates that meet the definitions given in chapter 7.2.1.4.
(2) Environmental impact of the bank balance sheet rated by the Green Weighting Factor methodology excluding the financial sector, sovereigns and Global Markets (CIB scope).
(3) Share of renewable energies in the project financing of the electricity production sector in the portfolio.
(4) Potential for global warming induced by Natixis Assurances general fund investments (Carbon4Finance methodology).
(5) Percentage of gross exposures excluding financial sectors, global markets and sovereigns (CIB scope).
(6) Amount of coal exposure taking into account non-dedicated corporate outstandings and residual project financing outstandings.
(7) % energy consumption in France in Kwh / FTE. The 2020 base year benefited from the exceptional effect of long containment.
(8) Within the wider leadership circle (Natixis Purple Leaders).
(9) Employees on permanent contracts (PEC) who signed a remote working amendment at the end of 2021.
(10) Employees who took part in the salary or one-off donation of time.

7.1.2 ESR governance

Natixis ESR strategies and achievements are overseen at Board level by a dedicated ESR Committee, and validated at the executive level by an ESR Sponsors Committee that brings together senior executives from Natixis' business lines and functions around the Senior Management Committee.

To feed its thinking and steer the implementation of its strategy, ESR now relies on two steering Committees: one dedicated to internal ESR impacts and employee engagement, the other to sustainable business development and the management of ESR risks in our business lines.

The Natixis ESR Department is managed by a dedicated department reporting directly to the General Secretary, a member of the Senior Management Committee. It is made up of 10 permanent employees who work with the support of a network of around 200 ESR correspondents in all business lines and functions, in France and in the various international platforms, in particular the experts of the Green & Sustainable Hub (GSH). within Corporate & Investment Banking.

Lastly, to mobilize more broadly, Natixis has been organizing training and awareness-raising sessions on sustainable development issues in recent years, with the roll-out in 2021 of a mandatory training module for all employees.

Lastly, the ESR team works in close coordination with the Groupe BPCE Sustainable Development Department, both in defining and monitoring strategic guidelines and in reporting consolidated ESR data at Group level.

7.1.3 ESR commitments

Natixis' ESR strategy is based on a set of international agreements and consultations within the banking industry, including:

- the United Nations Global Compact since 2007;
- the CDP since 2007;
- the United Nations Principles for Responsible Investment (UN-PRI) since 2008;
- the Equator Principles since 2010;
- the OECD Guidelines for Multinational Enterprises;
- the Green Bond Principles and the Social Bond Principles (ICMA);
- the Climate Bonds Initiative;
- the Diversity Charter since 2009;
- the Responsible Purchasing Charter since 2017;
- the Principles for Responsible Banking (PRB) since 2018;
- the Act4nature international charter since 2018.

In 2021, Groupe BPCE joined **the Net-Zero Banking Alliance initiative,** launched by the UN, which brings together nearly 95 banks from around the world representing more than 42% of global banking assets, committed to aligning their lending and investment portfolios with net zero issuance by 2050, with an intermediate objective for 2030 or earlier, using robust and proven methodologies.

2021 KEY EVENT

Groupe BPCE and Natixis have published their **first climate reports following TCFD recommendations** (Task Force on Climate-Related Financial Disclosures) and detailed their actions to support the transition to a low-carbon economy and adaptation to the effects of climate change.

Concrete commitments have been made in the short, medium and long term on a "Net Zero" trajectory.

Natixis, together with Groupe BPCE, is determined to align its carbon footprint with a sustainable scenario for the environment. The commitment made as part of the new strategic plan to align these activities on a "net zero" trajectory requires Natixis to measure the impact of its financing and investments and to set short-, medium- and long-term objectives for this purpose to mitigate the impact of its activities on climate change.

7.1.4 Contribution to the sustainable development Goals (SDGs)

Adopted in 2015 by the UN's 193 Member States at the sustainable development Summit in New York, the SDGs have become the benchmark for measuring progress by governments and private companies, including banks.

The following table provides some examples.

Mindful of its role in achieving these goals, Natixis has identified 13 SDGs to which it already makes a material contribution that is set to expand in the years to come, through financing and investments or in its own daily operations.

	IN OUR BUSINESS LINES	IN OUR OPERATIONS AND OUR SOLIDARITY PROGRAMS
1 NO POVERTY	Leader in solidarity asset management in favor of job creation and access to accommodation for people in need	Specific wage measures for the lowest salaries Engaging with associations to support the most disadvantaged people
3 GOOD HEALTH AND WELL-BEING	Exclusion of financing and investments in the tobacco industry	Employee health monitoring and medical coverage, numerous initiatives to promote quality of life at work
4 QUALITY EDUCATION	Partner of the EDHECinfra Research Chair on ESG risk analysis of infrastructure investments	Numerous training programs to support staff employability Coaching of young people in civic service with the Unis-Cité springboards
5 GENDER EQUALITY	Creation of "30% Club Investor Group" (Ostrum, Mirova) to promote gender equality on the SBF120 governing bodies	Programs to ensure gender equality within the company and strategic objectives related to the proportion of women in leadership circles Support of the association UN Women to develop the women's economic empowerment.
6 CLEAN WATER AND SANITATION	Preservation of water resources with the "Sustainable ambition" product combining green bond with "Water & Ocean" index and the "Water" strategy of Thematics in asset management.	Partnership with the NGO Action Against Hunger for the construction of wells in rural communities in Liberia
7 AFFORDABLE AND CLEAN ENERGY	Major player in financing renewable energies in France and worldwide	100% green electricity supply contract for buildings in France Partnership with the NGO Electriciens Sans Frontières, for the installation of solar panels in health centers
8 DECENT WORK AND ECONOMIC GROWTH	Largest social bonds ever issued (for Unédic and Cades) in response to the COVID-19 crisis "Relance" label for the "Insertion Emploi Dynamique" fund managed by Mirova	5,000 people working out of France, the majority employed locally Maintaining jobs without recourse to short-time working during the COVID-19 health crisis

	IN OUR BUSINESS LINES	IN OUR OPERATIONS AND OUR SOLIDARITY PROGRAMS
11 SUSTAINABLE CITIES AND COMMUNITIES	Financing of sustainable infrastructure (clean transport, green buildings) Launch of the "Smart Cities" fund managed by DNCA	Environmental certifications of Natixis buildings in France and internationally Support for active transport (cycling), electric vehicles and shared mobility (carpooling)
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	AEW supporting the circular economy in real estate and construction Strategy on the theme of the subscription economy developed by Thematics AM	Waste reduction (paper, cups), reuse of IT equipment and furniture, integration of social and environmental criteria in our purchases
13 CLIMATE ACTION	Internal "Green Weighting Factor" mechanism Alignment of the investment strategy with the Paris Agreement Exclusion of financing in the coal, oil, shale gas and oil deriving from oil sands	Commitment to reduce the energy consumption of buildings in the Île-de-France region by 40% between 2010 and 2020 Mobility plan and travel policy to reduce the impact of transport
14 LIFE BELOW WATER	"Althelia Sustainable Ocean Fund", dedicated to protecting oceans	Engagement of Natixis employees in France and abroad to clean up beaches
15 LIFE ON LAND	"Land Degradation Neutrality Fund", dedicated to neutrality in terms of land degradation Sustainability-linked loans incorporating criteria linked to natural capital	Development of green spaces in buildings Support from the Terre de Liens association to help farmers settle down and develop sustainable agriculture
17 PARTNERSHIPS FOR THE GOALS	UNEP Finance Impact – Principles for Responsible Banking and Act4nature international, Taskforce on Nature related Financial risk and Disclosure	Natixis is a partner of Paris Action Climat, a signatory of the city of Paris "100 hectares" charter and a member of the Les Deux Rives circular district

7.1.5 Dialog with stakeholders

In the course of its business, Natixis has dealings with various stakeholders, including but not limited to:

Clients

- Business
- Institutional
- Retail
- Banque Populaire and Caisse d'Épargne networks

Completion of questionnaires
Invitations to tender
Product development and management
Contracts

Shareholders

- Groupe BPCE
- Active and inactive employees
- Individual shareholders

General Shareholders' Meetings
Meetings and newsletters (specific mechanism for individual shareholders)

Employees

- Employees of Natixis S.A. and its subsidiaries
- Staff representatives and unions

In-house information – ESR training
Specific Committees (e.g. Committee for Hygiene, Safety and working conditions)
Employee Opinion survey

Suppliers and subcontractors

- Businesses
- Service providers
- Companies in the protected sectors

Requests for proposals and calls for tenders
Responsible Supplier Relationship Charter
CRS clauses in contracts

NGOs

- Environmental and human rights defense associations

Answers to questions
Meetings
Maintaining a regular dialog on sectoral issues

Humanitarian organizations

- Partners associations/ Research institutes

Sponsorship
Payroll giving
Volunteering

Institutional players, regulators

- Financial regulatory authorities

Transmission of information and documents
Contributions to working groups

Rating agencies and external auditors

- CSR rating agencies
- Statutory Auditors

Transmission of information and documents for ratings and audits

Universities and schools

- Business and finance universities and schools

Supporting chairs
Relations with Grandes Écoles and universities
Campus Awards
Receiving interns, including co-op students

7.1.6 Recognized ESR performance

Given the importance placed on ESR ratings by investors, Natixis has increased its communications with non-financial rating agencies in an effort to establish more consistent and structured dialog while addressing the areas of focus identified to guide its own ESR initiatives.

Rated by various non-financial rating agencies, Natixis recorded strong performances in the social, environmental and governance areas.

Agency	2021 ESR rating	2020 ESR rating	2019 ESR rating
VE (Vigeo Eiris)	61/100 (advanced)	59/100 (robust)	59/100
ISS-ESG	C/Prime	C/Prime	C+/Prime
Sustainalytics	Nc [(a)]	78/100 (leader)	82/100
MSCI	Nc [(a)]	AAA	AAA
CDP [(b)]	A-	A-	B

(a) Due to the delisting of Natixis, some non-financial agencies are focusing their ratings on the BPCE entity.
(b) Since 2020, Natixis has completed the Carbon Disclosure Project (CDP) questionnaire with its parent company BPCE.

7.2 Business line contributions to green and sustainable growth

All of Natixis' business lines develop innovative financial products and services that serve the environmental and social objectives of its customers and, consequently, its own environmental and social ambitions.

2021 saw the acceleration of the implementation of Natixis' major commitments in the fight against climate change and the degradation of biodiversity, with the publication of the first TCFD report, the definition of targets (in mix of colors and temperature) on the basis of the Green Weighting Factor (GWF), in the preservation of natural capital with the first year of implementation of its international act4nature commitments.

As in 2020, the year 2021 will have been strongly impacted by the COVID-19 crisis, showing the importance of integrating social issues alongside environmental issues for a just transition. In this context, Natixis has been able to support its clients in innovative and historic transactions, including the structuring of historic social issues in Central America and Africa.

In 2022, Natixis intends to consolidate its recognized position as an innovation leader in sustainable finance by continuing to extend its range of products and services within the Corporate & Investment Banking sector, by launching new investment solutions in its Asset Management business lines. Investment and financing solutions that generate positive impact and thus effectively respond to the SDGs are a clear priority of the strategic plan.

In line with this priority, Natixis has set itself ambitious objectives in its 2021-2024 strategic plan:

- **alignment of the Natixis CIB portfolio on a +2.5°C trajectory** by 2024, then on a +1.5°C trajectory by 2050, based on the Green Weighting Factor;
- **multiplication of the Green Revenues[(1)] of Natixis CIB by 1.7** by 2024;
- reach **50% of assets under management of Natixis Investment Managers** or more than €600 billion in the responsible, sustainable or impact investment category by 2024;
- **alignment of the general insurance fund-life of Natixis Assurances with a trajectory of +2°C in 2024** and +1.5°C in 2030, via an increase in investments with a positive impact on the climate (target of 15% of annual flows).

(1) Green revenues: revenues from the Green and Sustainable Hub, from the Renewables sector and from customers and Green Weighting Factor transactions.

	2021	2020	2019
Asset management [(a)]	/	/	/
% responsible investments [(b)]	8.3%	83%	33%
% sustainable investments [(b)]	22.3%	12%	13%
% impact investments [(b)]	2.7%	2%	/
Labeled amounts	€116.5bn	€91bn	€33bn
Market share in solidarity investments in France	nd	19.5%	22.1%
Amounts invested in sustainable bonds [(c)]	€24.3bn	€18.5bn	€6.8bn
Amounts invested in natural capital strategies [(d)]	€458m	€467m	€255m
Corporate & Investment Banking	/	/	/
Green Weighting Factor (portfolio environmental impact) [(e)]	23% green 33% neutral 44% brown	29% green 30% neutral 41% brown	n.a. n.a. n.a.
Sustainable loans (part subscribed by Natixis) [(f)]	€6.24bn	€3.40bn	€4.37bn
Sustainable bond issues (Natixis arranged portion)	€18.53bn	€11.95bn	€4.41bn
Financing of the renewable electricity sector	/	/	/
% of amounts financed (in portfolio)	80%	65%	74%
Installed capacity of projects financed during the year	6.8 GW	6.5 GW	7.8 GW
Natixis Assurances	/	/	/
Portfolio temperature	2.4°C	2.7°C	2.7°C
% green assets invested during the year	19%	15%	14%
% of green assets in portfolios (commitment of 10% by 2030)	6.6%	4.5%	3.2%

(a) % of total assets under management (2021: €1,245 billion / 2020: €1,135 billion).
(b) 2021 data not comparable with 2020 and 2019, as the definitions of responsible, sustainable and impact have changed during 2021. The applicable definitions are specified in chapter 7.2.1.4.
(c) Including the long-term bonds of Ostrum AM, Mirova and DNCA. The increase in 2020 is mainly due to the merger of Ostrum with LBPAM.
(d) Mirova Natural Capital Strategies.
(e) % of total gross CIB exposures excluding financials, Global Markets and sovereigns.
(f) Annual production excluding securitization.

7.2.1 Sustainable growth: financing the transformation in society

7.2.1.1 Consideration of the SDGs by Natixis' various business lines

Natixis uses the sustainable development Goals as a reference framework for all the initiatives stemming from its commitment to society. The 17 sustainable development Goals for 2030 are the benchmark for measuring progress achieved by governments and private sector companies, including financial institutions.

In Asset Management

DNCA has implemented a measurement of exposures to the main SDGs across its entire Beyond fund range. These measures are based on the data published by the companies and consolidated with analyzes conducted by the managers of DNCA.

Alliance Entreprendre, a player in Private Equity, an expert in SMEs and mid-sized companies, contributes to the SDGs both directly through its ESR strategy and indirectly through its investments in contributing companies with the consideration of ESG criteria throughout the investment cycle and the systematic assessment of its investment targets on the relevant ESG criteria with regard to their specificities.

Employees of **Flexstone Partners** have selected four priority SDGs to guide their actions as a "corporate citizen". The SDGs selected are climate action, quality education, gender equality and decent work and economic growth.

Mirova was named one of the "Best for the World" B Corps™ of 2021. The Best for the World™ are B Corp companies that have obtained, in one or more of the five impact domains assessed and at a global level, a score that enables them to be ranked in the top 5% of companies.

Thematics AM continued its impact measurement approach built with data provided by ISS ESG to assess the positive or negative influence of funds on the 17 SDGs. The contribution of these funds can range from -10 to +10 for each SDG, ultimately making it possible to assign a score on environmental and social issues. All the funds subject to the analysis obtained a positive rating at the end of the evaluation cycle, and above their benchmark.

Thanks to the partnership established at the end of 2019 with the independent impact rating agency impak Finance, **Vega IM** integrates impact analysis into the management of a fund in order to meet the challenges related to the SDGs. In 2021, seven funds obtained the public label "Socially Responsible Investment" (SRI) following a precise and demanding certification process led by Ernst & Young.

In financing

Government of Mexico: second SDG sovereign bond

In 2021, Natixis acted as Joint Bookrunner for the second sovereign bond linked to the Government of Mexico's SDGs. Natixis acted as Sole Sustainability Structurer and Joint Bookrunner to assist the Mexican Ministry of Finance in the design of the sustainable emission benchmark linked to the SDGs. This framework combines an eligibility program with green and social projects. The eligibility of social projects will be determined using geolocation, with priority given to vulnerable populations living in remote and disadvantaged areas (illiteracy, low attendance at school, lack of health services, lack of access, electricity, etc.). Thus, for the first time, the SDGs were used as an entry point for a framework and an opinion on the alignment with the SDGs was given by the United Nations Development Program (UNDP).

West African Development Bank: first sustainable bond from an African issuer

In 2021, Natixis structured the inaugural sustainable bond issued by the West African Development Bank (BOAD). This is the first sustainable development bond from an African issuer. The financial resources mobilized will strengthen BOAD's capacity for action in priority sectors such as agriculture and food security, renewable energies, basic infrastructure, health, education and social housing. This issue received the Environmental Finance Sustainability bond of the year award-supranational, sub-sovereign and agency (SSA).

International Development Finance Club

In September 2021, the International Development Finance Club (IDFC) commissioned Natixis CIB to develop a framework enabling public development banks (BPDs) to align their activities with the UN SDGs. Natixis proposed to the IDFC a conceptual framework, tools and an implementation process enabling them to continue aligning the SDGs. The bank has already shared its preliminary findings with IDFC members and will publish a final study in early 2022. The IDFC aims to position BPDs as key players in the alignment of finance with the Paris Agreement and the SDGs. The objectives include creating a set of principles for IDFC members to follow and providing guidance on integrating the SDGs into their internal operations and management, and more broadly into their financing activities.

The Republic of Benin: inaugural bond issue responding to the SDGs

In July 2021, Natixis worked with the Republic of Benin as Joint Sustainability Structuring Advisor and Joint Bookrunner for the issue of a bond meeting the SDGs, a first in Africa. The issue, for an amount of €500 million over 12.5 years, will make it possible to finance the provision of meals in schools, the electrification of the country or the construction of a network for the collection and recycling of waste.

7.2.1.2 A growing number of Natixis Asset Management companies observe the Principles for Responsible Investment (PRI)

Natixis examines non-financial criteria closely when preparing its investment strategies, as sustainable development issues allow it to provide investors with value-creating solutions over the long term.

In 2021, Natixis Investment Managers, which groups the expertise of 20 affiliate Asset Management companies around the world and ranks among the world's biggest asset managers (more than €1,245 billion in assets under management as at December 31, 2021), pursued its pledge to take environmental, social and governance (ESG) issues into consideration in the investment models each of its affiliates develops. The integration of ESG criteria is thus progressing throughout the management of NIM's affiliates.

The Principles for Responsible Investment (PRI) were published by the United Nations in 2006 as a voluntary commitment encouraging institutional investors and asset managers to incorporate ESG in by the management of their portfolios. In 2021, 4,375 signatories with $121.3 trillion in assets under management had adopted the PRI[1].

In 2019, Natixis Investment Manager also signed the PRI on behalf of the federation of investment firms it represents. At December 31, 2021 22 Natixis Investment Managers affiliates, which together hold 99% of total assets managed by Natixis Investment Managers affiliates, had signed the PRI, namely: AEW CILOGER, AEW Capital Management, Alliance Entreprendre, Dorval Asset Management, DNCA, Flexstone Partner, Harris Associates LP, Investors Mutual Limited, Loomis Sayles, Mirova, MV Credit, Naxicap Partners, Ossiam, Ostrum AM, Seeyond, Seventure Partners, Thematics Asset Management, Vega Investment Managers, Vauban Infrastructure Partners, Vaughan Nelson IM, WCM Investment Management. Natixis IM Solutions, a services and fund distribution platform, is attached to Natixis IM, signatory of the PRI.

7.2.1.3 Natixis' commitment to the Principles for a Responsible Banking Sector (PRB) and to the Net Zero Banking Alliance (NZBA)

Following on from the Principles for Responsible Investment (PRI) established in 2006 and the Principles for Sustainable Insurance (PSI) announced in 2012, the PRB are a global initiative launched by the banking industry in 2018. Developed by a group of 30 founding banks, including Natixis, and brought together by the Finance Initiative of the United Nations Environment Program (UNEP FI), the PRBs now have more than 265 banks representing just over 45% of global banking assets.

Signatory banks will publicly acknowledge their positive and negative social, environmental and economic impacts. The banks agreed to set public targets to address their main negative impacts and to step up their positive impacts in order to contribute to the sustainable development Goals (SDGs) and align with the Paris Agreement on climate change. Natixis actively participates in several working groups within the UNEP FI, in particular to co-construct impact measurement tools, whether at the level of the portfolio or the corporate clients.

As part of its commitment to the PRB, Natixis also joined the United Nations **Collective Commitment to Climate Action (CCCA),** which sets out concrete and time-bound actions that banks will take to support the energy transition.

Accordingly, Natixis undertook to:

- align its portfolios to reflect and finance the low carbon, climate-resilient economy required to limit global warming to well-below 2°C, striving for 1.5°C;
- take concrete action, within a year of joining, and use its products, services and client relationships to facilitate the economic transition required to achieve climate neutrality;
- be publicly accountable for its climate impact and progress on these commitments.

The full report is available on our website[2].

Since July 2021, **through Groupe BPCE, Natixis is involved in the Net Zero Banking Alliance (NZBA)**, an international initiative to unite the entire global financial sector around a carbon neutrality objective by 2050 and an intermediate target of 2.5°C by 2024. Created in April 2021 under the aegis of the UNEP FI and part of the Glasgow Financial Alliance for Net Zero (GFANZ), the NZBA initiative brings together 95 banks representing 42% of global banking assets.

7.2.1.4 Responsible, sustainable and impact investing

The affiliates of Natixis Investment Managers offer a range of solutions built on the conviction that ESG criteria can play an important role in identifying potential risks, seizing opportunities and generating returns for investors.

Different levels of ESG criteria are available in the investment strategies applied by fund managers:

- **responsible investment:** systematic and binding integration of ESG criteria in the investment process (research, selection, portfolio construction, etc.) with the aim of ESG performance and improvement of the risk/return profile, while being accompanied by an active shareholding policy. These AUMs include assets qualified in Article 8;
- **sustainable investment:** systematic and restrictive integration of ESG criteria in the investment process (research, selection, portfolio construction, etc.) while being accompanied by an active shareholding policy. This integration takes place through sustainable investments in economic activities that contribute to an environmental and/or social objective and in companies that follow good governance practices of ESG criteria. These AUMs include assets qualified in Article 8 and Article 9;
- **impact investing:** an investment strategy that enables the achievement of environmental and societal challenges, in line with international reference frameworks such as those defined by the United Nations SDGs. This strategy is based on the pillars of intentionality, additionality and impact measurability as defined by reference standards such as the IFC (Operating Principles for Impact Management), the GIIN (Global Impact Investing Network), Finance for Tomorrow, etc. These AUMs include assets qualified in Article 9.

(1) Source: unpri.org.
(2) https://www.natixis.com/natixis/en/2021-prb-reporting-and-self-assessment-natixis-rpaz5_128786.html.

Two other classifications, which can be found in the aforementioned categories, allow to further detail these strategies:

- **thematic investment:** investment strategy focused exclusively on specific thematic sectors or industries. These thematic strategies may include responsible, sustainable or impact investment approaches as defined above, as long as they aim at a targeted theme (i.e. biodiversity, climate transition, social inequality, etc.);
- **Certification:** funds certified by recognized third parties (the French SRI label, Greenfin, Finansol, Febelfin, LuxFlag ESG, Nordic Swan EcoLabel, FNG Siegel).

On March 10, 2021, the European SFDR (Sustainable Finance Disclosure Regulation) came into force. This regulation on "the publication of information on sustainability in the financial services sector" aims to ensure greater transparency and requirements around financial products presented as sustainable by investment companies. It proposes a new classification of investment products claiming to be environmentally or socially responsible. Natixis IM supports the transparency objective of this regulation and has put in place a governance system to ensure the integration of best practices by affiliates and alignment and compliance with the regulation for the products they offer within the European Union.

Natixis IM supports affiliates in the deployment of their ESG. Since 2020, Natixis IM has continued its policy of developing its range of strategies incorporating ESG criteria. At the end of 2021, nearly 60% of the seed capital allocated to liquid strategies was invested in strategies linked to ESG criteria aligned with the new SFDR guidelines via our various affiliates. Also, half of the seed capital allocated to liquid strategies has a European SRI or Towards Sust label.

Natixis Assurances systematically includes in its offer, for any new subscription to a life insurance policy, unit-linked support with the SRI label, unit-linked support with the Greenfin label and a unit-linked support benefiting from the Greenfin label and a unit-linked support with the solidarity savings label. These certified unit-linked products represented €5.8 billion at the end of 2021.

Distribution of assets under management of Natixis IM and its affiliates in 2021

	Q4 2021	PRI signatories		Natixis IM classification						SFDR classification							Measurement of the carbon footprint or temperature of the portfolios
Assets under management *(in billions of euros)*	Assets under management	PRI	%	Responsible investment	%	Sustainable investment	%	Impact investing	%	Article 6	Article 8	Article 9	Total SFDR	%	Labeled funds	%	
Harris Associates	108.8	108.8	100%	0.1	0.1%	-	0.0%	-	0.0%	4.5	0.1	-	4.7	4.3%	-	0.0%	✓
Loomis Sales & Co. (**)	319.3	319.3	100%	3.8	1.2%	-	0.0%	-	0.0%	17.7	3.8	-	21.5	6.7%	1.1	0.3%	✓
AEW	29.4	29.4	100%	-	0.0%	-	0.0%	-	0.0%	-	-	-	-	0.0%	-	0.0%	✓
Vaughan	13.6	13.6	100%	-	0.0%	-	0.0%	-	0.0%	1.4	-	-	1.4	10.5%	-	0.0%	
Gateway	10.2	-	0%	-	0.0%	-	0.0%	-	0.0%	-	-	-	-	0.0%	-	0.0%	
Alpha Simplex	5.5	5.5	100%	-	0.0%	-	0.0%	-	0.0%	-	-	-	-	0.0%	-	0.0%	
US Distribution	29.4	29.4	100%	-	0.0%	0.0	0.1%	-	0.0%	-	-	-	-	0.0%	-	0.0%	
WCM	94.1	94.1	100%	-	0.0%	-	0.0%	-	0.0%	-	-	-	-	0.0%	-	0.0%	
Ostrum AM	426.2	426.2	100%	72.9	17.1%	249.9	58.6%	-	0.0%	99.5	322.8	-	422.4	99.1%	60.1	14.1%	✓
Seeyond	8.6	8.6	100%	-	0.0%	2.2	25.9%	-	0.0%	6.4	2.2	-	8.6	100.0%	2.2	25.9%	✓
Mirova	28.6	28.6	100%	-	0.0%	-	0.0%	28.6	100.0%	-	-	28.6	28.6	100.0%	20.5	71.4%	✓
Dorval	1.5	1.5	100%	1.2	80.1%	-	0.0%	-	0.0%	0.3	1.2	-	1.5	100.0%	1.2	80.1%	✓
OSSIAM	5.8	5.8	100%	1.8	30.9%	0.0	0.6%	-	0.0%	4.0	1.8	0.0	5.8	100.0%	1.2	20.8%	✓
DNCA Finance	29.2	29.2	100%	18.4	62.8%	-	0.0%	1.5	5.1%	9.3	18.4	1.5	29.1	99.6%	17.5	59.9%	✓
Vega IM	11.3	11.3	100%	-	0.0%	3.3	29.3%	-	0.0%	5.0	3.3	-	8.3	73.7%	3.2	28.6%	
AEW Europe	37.6	37.6	100%	-	0.0%	13.6	36.2%	-	0.0%	23.7	13.9	-	37.6	100.0%	0.9	2.5%	
Thematics	3.9	3.9	100%	1.2	31.0%	2.7	69.0%	-	0.0%	0.1	2.6	1.2	3.9	100.0%	2.8	70.9%	
Investors Mutual Limited	3.3	3.3	100%	-	0.0%	-	0.0%	-	0.0%	-	-	-	-	0.0%	-	0.0%	
Natixis IM Singapore Limited	0.7	-	0%	0.3	38.9%	-	0.0%	-	0.0%	-	0.3	-	0.3	38.9%	0.3	38.9%	
Alliance Entreprendre	0.4	0.4	100%	-	0.0%	-	0.0%	-	0.0%	0.4	-	-	0.4	100.0%	-	0.0%	
Seventure Partners	0.8	0.8	100%	-	0.0%	-	0.0%	-	0.0%	0.8	-	-	0.8	100.0%	-	0.0%	
Naxicap Partners	5.8	5.8	100%	-	0.0%	-	0.0%	-	0.0%	5.8	-	-	5.8	100.0%	-	0.0%	✓
Flexstone Partners	4.8	4.8	100%	0.2	5.2%	-	0.0%	-	0.0%	1.4	0.2	-	1.7	34.9%	-	0.0%	
Vauban	6.0	6.0	100%	-	0.0%	6.0	100.0%	-	0.0%	-	6.0	-	6.0	100.0%	-	0.0%	✓
MV Credit	2.7	2.7	100%	-	0.0%	-	0.0%	-	0.0%	2.7	-	-	2.7	100.0%	-	0.0%	
Natixis IM Solutions	58.0	58.0	100%	3.1	5.3%	0.3	0.5%	3.6	6.2%	42.7	3.0	3.4	49.2	84.8%	5.6	9.6%	✓
TOTAL	**1,245.5**	**1,234.6**	**99.1%**	**102.9**	**8.3%**	**278.1**	**22.3%**	**33.7**	**2.7%**	**225.8**	**379.6**	**34.7**	**640.2**	**51.4%**	**116.5**	**9.4%**	

(*) *Loomis assets included in the Natixis IM Classification and SFDR Classification only include assets distributed in the EU.*

2021 KEY EVENT

Signing of the Declaration of banks for the COP15 Convention on Biological Diversity

Natixis Assurance and **Mirova** signed the "Financial Institution Statement ahead of the Convention on Biological Diversity COP15"[1], coordinated by the Ceres and the Finance for Biodiversity Foundation. This statement urges governments to agree on an ambitious roadmap to preserve biodiversity at COP15.

In line with this statement, Natixis Assurances supports Mirova with the "Land Degradation Neutrality" fund, which invests in sustainable land management projects (agroforestry, regenerative and sustainable agriculture, sustainable forestry on degraded land). To date, €5 million have been invested for a forward commitment of €15 million.

Exclusion policies

Natixis has adopted exclusion policies for sectors and issuers that do not respect certain human rights and fundamental principles of corporate responsibility. DNCA, Ostrum AM, Mirova, Seeyond, Thematics AM, Ossiam and Natixis Assurances apply these commitments to their investments, in full compliance with their fiduciary duties towards their customers. The following are excluded:

- controversial weapons;
- tobacco[2];
- companies deemed the worst offenders (which do not observe the principles of the United Nations Global Compact or the OECD Guidelines for Multinational Enterprises[3]);
- blacklisted countries (those on the FATF list or under US or European embargo).

In addition, some of our European affiliates have also implemented exclusion policies in the coal sector, such as DNCA (on its range of SRI funds), Dorval, Mirova and Ostrum, which is continuing its coal phase-out policy (taking the Urgevald list into account) or the oil sector for DNCA (on its range of SRI funds), Mirova, Thematics, Alliance Entreprendre, Flexstone Partners and Vauban. Natixis Assurances excludes companies active in the thermal coal sector (below quantitative and qualitative threshold) and in the oil sands sector (below quantitative threshold)[4].

Voting and engagement policies

NIM affiliates, whether equity or bond investors, behave as active investors through constructive engagement with the companies in which they invest, in order to encourage them to take better account of ESG issues. With regard to the multitude of affiliates, the methods vary but follow three main models of engagement illustrated below:

- direct engagement with portfolio companies:

  When monitoring investments, **Alliance Entreprendre** is committed to supporting and advancing investments on ESG topics through regular discussions with senior executives, particularly within governance bodies (Supervisory Board, Board of Directors, etc.),

  DNCA is committed to dialogue with the top ten companies in the portfolio that are the least rated in terms of their climate change policy,

  Ostrum AM co-developed a new engagement policy for all Equity and Fixed Income management based on eight common areas and fifteen themes, thus highlighting the importance it attaches to dialogue with companies beyond the vote,

  Naxicap Partners systematically includes an ESG clause in Shareholders' Agreements. This clause includes a commitment to implement a detailed action plan and provide regular information and responses to ESG questionnaires (140 indicators). In addition, Naxicap Partners works with the management of the companies in its portfolio to establish a plan to reduce greenhouse gas emissions and adapt to climate change. Since 2020, the Naxicap Partners ESR Committee has assessed the degree of progress of the ESG action plans and the support needs of the portfolio companies;

  Thematics AM guided by its responsible investment principles and its vision of corporate governance to better manage risks and create long -term sustainable value, it has defined a more structured engagement framework. Thematics AM explained the reasons for its commitment, what it expects from the companies it holds in its portfolios and how it can make this commitment a reality;

- proxy voting:

  DNCA undertakes to support any resolution in favor of the climate;

- collective commitment:

  Loomis Sayles is a member of Climate Action 100+,

  Ostrum AM is a member of the Finance for Tomorrow Just Transition Coalition,

  Seeyond strengthened its commitment by joining the Forum for Responsible Investment (FIR) in March 2021. This membership in a leading association reflects Seeyond's desire to strengthen its commitment to the market, to be able to dialogue with various stakeholders, but also to support dedicated initiatives in the field of responsible investment.

(1) https://www.financeforbiodiversity.org/wp-content/uploads/COP15-Financial-Institution-Statement.pdf.
(2) For DNCA only on funds in its Responsible Investment range and for Seeyond excluding index portfolios constrained by their benchmark index and specific client portfolios to which the client policy would apply.
(3) With the exception of Thematics AM, and for Seeyond excluding index portfolios constrained by their benchmark index and specific client portfolios to which the client policy will apply.
(4) For more details, please refer to the Natixis Assurances Responsible Investment report for 2021.

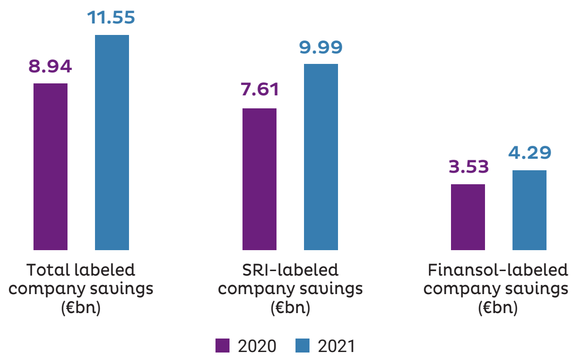
7.2.1.5 Solidarity investment

Natixis offers a range of SRI and solidarity-based Employee Savings Plans via **Natixis Interépargne**, a pioneer in responsible, solidarity-based employee savings. Natixis Interépargne was the first company to offer its customers responsible and solidarity employee share ownership plans (SRI and Finansol certified respectively), even before it was legally required to do so.

Natixis Interépargne is part of a sustainable approach as a leading player in employee savings and retirement savings plans in France with more than €30 billion in assets held. Assets under custody account for 19% of this market in France, valued at €162.4 billion by the Association Française de la Gestion Financière (AFG).

In addition, Natixis Interépargne offers more than three million savers who trust it the opportunity to invest in SRI and Solidarity funds managed by Natixis Investment Managers International.

Evolution of Natixis Interépargne solidarity and SRI company savings bookkeeping[1]



At the end of June 2021, Solidaire employee savings amounted to €13.7 billion according to the AFG and Natixis Interépargne, for its part, retained €3.7 billion in Solidaire employee savings at the same date. Over the past year, some solidarity mutual funds have passed symbolic milestones. The Impact ISR Rendement Solidaire fund exceeded €1 billion in assets under management and the Impact Actions Emploi Solidaire fund exceeded €100 million, while the latter's master fund called Insertion Emploi Dynamique managed by Mirova has exceeded €1 billion in assets.

Solidarity finance outstandings are very dynamic and have doubled at Natixis Interépargne in 5 years, rising from €2 billion at the end of 2016 to nearly €4.3 billion at the end of 2021.

Natixis Interépargne's savings inflows and Mirova's portfolio management expertise combine to provide financing for sustainable and solidarity-based projects. Projects such as these are developed by investing in companies that strictly observe ESG criteria, or by allocating resources to entities in the social and solidarity-based economy.

Mirova's Insertion Emplois Dynamique fund, which was launched in 1994, was one of the first solidarity-based "90/10" funds dedicated to job creation in France. The solidarity allocation (10% of assets) finances structures with a positive social impact across the country in conjunction with France Active, while the equity allocation (90% of assets) has invested since 2014 in listed companies planning to create jobs in France over 3 years, based on analysis performed by Mirova.

This fund was awarded the "Relance" label launched in October 2020 by the French Treasury: this label aims to direct French savings towards investment vehicles that support the economic recovery plan unveiled by the French Government following the COVID-19 crisis. In December 2021, the fund reached €1 billion in assets under management. Individual customers account for more than half of the fund's net inflows.

Mirova manages €1.4 billion of solidarity assets under management[2].

(1) Any fund that mentions a management policy under the label in question in its legal documentation is considered to be "labeled".
(2) Solidarity Funds (Mirova Solidaire) and solidarity-based 90/10 funds.

7.2.1.6 Financing and social impact investing

Sustainable bonds raise funds that may only be used to finance or refinance a series of green or social projects (only social projects for social bonds). The projects financed by social bonds and sustainable bonds include vital infrastructure such as access to clean water, access to basic services like education and healthcare and maintaining or developing employment.

The volume of social bonds issued in 2021 amounted to US$215 billion, almost 1.4 times more than in 2019, and 26 times more than in 2017 ($7.9 billion), the year in which the Social Bonds Principles were launched by the ICMA.

The market is growing strongly but remains modest in size compared to the environmental bond market, (US$180 and US$553 billion respectively for social and green bonds)[1].

In 2021, Natixis participated in the arrangement of the issues of 86 sustainable bonds and social bonds (109 tranches). The total size of these issues amounted to €103.5 billion (Natixis share of €18.5 billion).

In terms of social bonds, Natixis supported Unédic and CADES in their issues related to the COVID-19 crisis.

2021 KEY EVENTS

Inaugural social issues in the context of COVID-19

The COVID-19 crisis has brought social considerations back to the forefront of the thematic or impact financing market: while containment measures worsen poverty, exacerbate social inequalities and put a strain on the resilience of companies, Social bonds emissions were very well received by the market, as evidenced by the substantial oversubscription of order books.

Natixis has been very active in the development of several emblematic types of financing to respond to this new type of crisis, but also to address the SDGs.

Natixis, sole structurer of Unédic's social issue

Carried out as part of the Social Bond Principles of ICMA[2], this issue represented to date (May 2020) the largest social bond ever issued in the world, all issuers combined. Worth €4 billion and maturing in 2026, the transaction was a great success with investors: at its close, the order book stood at €7.75 billion.

Since then, Natixis has supported Unédic in two new issues in 2020 (June and October) and two new issues in 2021 (February and July). Also, Natixis IM's affiliate, Ostrum AM, has invested €361 million in these social bonds.

This inaugural issue, which took place in the context of an unprecedented health and economic crisis, will mainly be dedicated to financing the crisis response measures deployed by Unédic: reinforcement of the traditional unemployment insurance schemes and the introduction of an exceptional partial activity mechanism covering more than 12 million private sector employees. Unprecedented in terms of their scale, these schemes help to preserve the employment and income of more than one in two private employees in France, and to protect people affected by the particularly difficult economic context.

Since then, Natixis has supported CADES in three new social bond issues in 2021 (January, March and September).

The funds raised through the issuance of social bonds by CADES will be allocated to the financing and/or refinancing of social security deficits, deficits caused by decreases in revenue (economic conditions, deferral or exemption of charges), and/or increases in expenses (materialization of social risks, greater use of benefits).

CADES social issue: historical interest of investors

In September 2020, as a structurer and order-maker, Natixis supported the Caisse d'amortissement de la dette sociale (CADES) in its first issue since the start of the health crisis, inaugurating its social bond program drafted in accordance with the Social Bonds Principles. This issue received a second opinion from VigeoEiris, which awarded it its highest rating ("advanced"), in line with best market practices.

On the investment side, AEW, a subsidiary of Natixis IM specializing in real estate investments, has invested in the low-rent housing segment, and in 2021 launched a fund dedicated to institutional clients: the AEW US – Essential Housing Fund. The fund invests only in rental housing assets, accessible to average to modest revenue tenants with regulated rents, which are naturally affordable or under voluntary regulation.

Natixis co-chaired the working group on **Sustainability-linked Bonds Principles** (SLBP) under the responsibility of the ICMA, defining the tools to support clients in a long-term transition. These principles define five essential components when issuing such bonds: selection of key performance indicators, definition of sustainable performance objectives, characteristics of the obligation, reporting and verification. These bonds can be used by issuers that play an important role in the transition but are not able to issue green bonds or are reluctant to do so. They also make it possible to integrate the entire corporate strategy and align it with the SDGs.

(1) Source Bloomberg.
(2) International Capital Market Association.

2021 KEY EVENT

Natixis supports Repsol in its first issue linked to climate targets

In June 2021, Natixis structured the first issue of Repsol's sustainability-linked bonds (a tranche of €650 million for eight years and one for €600 million for twelve years). This issue contributes to the financing of the ambitious energy transition strategy of the Spanish oil group, which is the first company in its sector to commit to a carbon neutrality objective by 2050. It is also the first Sustainability-linked bond with scope 3 in the sector. The coupon of the bond is linked to the achievement of targets to reduce Repsol's carbon intensity (CO_2e emissions per unit of energy produced). Repsol has included the following targets: carbon intensity reduction of 12% by 2025 (applicable to the 2029 tranche) and a 25% reduction by 2030 (applicable to the 2033 tranche), compared to a baseline of 2016.

Natixis has also been active in structuring social impact loans, particularly in the health sector.

2021 KEY EVENTS

Social loan structuring

Elsan social impact loan

Supported by Natixis as Sustainability Coordinator, the healthcare provider Elsan successfully placed its first sustainability term loan in February 2021. Elsan has built its ESR policy around four major ambitions: proximity to local communities, patient care, eco-performance and investment in its talents. This financing has made it possible to extend Elsan's coverage to the whole of France and contributes to the consolidation of the French healthcare system, in coordination with all public and private healthcare players. This sustainable term loan is a first in the private hospital sector in Europe, and has aroused strong interest from investors, for whom the interest in incorporating ESG criteria has increased considerably. This success has also enabled Elsan to apply the Sustainability-Linked functionality to its entire senior debt range.

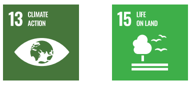
Ramsay social impact loan

One of the leaders in private hospitalization and general medicine in Europe, Ramsay Santé has recently increased its collateral trust in June 2021, by signing an additional loan agreement of €98 million, which makes it the one of the largest in the French market (€186 million) and the first to be linked to ESG criteria. Arranged by Natixis (Active Bookrunner and Sustainability Advisor), this long-term financing is backed by collateral on the shares of real estate subsidiaries held by the owner (three private hospitals located in the Paris region, of which Natixis is custodian).

This collateral trust is the first on the market to be linked to the environment: its interest rate is linked according to a support/penalty system that depends on the degree of achievement of the annual greenhouse gas emission reduction targets. (scope 1 & 2) of the buildings concerned, over the duration of the financing.

7.2.2 Financing the energy transition and combating climate change

7.2.2.1 GWF: an innovative solution for a greener loan book



Recognizing its responsibility as a financial actor, Natixis has committed to align its balance sheet with the objective of the Paris Agreement. By joining the Collective Commitment for Climate Action (CCCA) as part of the PRBs in 2019 and via BPCE's commitment to the NZBA, Natixis has committed to mobilizing its products, services and relationships to facilitate the economic transition necessary to achieve climate neutrality.

The Green Weighting Factor (GWF) is a unique proprietary tool developed by Natixis and deployed since September 2019 to all its financings in order to achieve several objectives: accelerate the transition of its activities towards sustainable finance and encourage its clients to improve their environmental footprint, systematically integrate the risk of climate transition into its financing activities, manage its climate alignment and, finally, prepare future climate regulations. This internal tool has enabled Natixis to set climate impact targets for each of its activities in 2021, and should ultimately enable the bank to meet its commitment to align its balance sheet with the Paris Agreement objective.

The tool includes both (i) a comprehensive methodology to assess the climate impact and climate transition risk of each financing (rated on a 7-level color scale from brown to green), and (ii) an internal capital allocation mechanism that links the amount of internal capital being allocated of each transaction to its level of positive or negative impact on climate change (and other environmental impacts when material). All loans with a green color rating receive a discount of up to 50% in their weighted assets, while the weighting of loans with a negative impact on the climate and the environment is increased by up to 24%. The GWF thus adapts the expected return of each transaction according to the environmental impact of the financed object (project, asset, non-dedicated financing), which promotes a change of behavior within the teams in order to develop sustainable finance. This is an internal mechanism that has no impact on the regulatory RWAs.

The GWF rating methodology was finalized in 2019 for all sectors financed by the bank, with the exception of the financial sector. After the methodological development and a proof of concept phase, the GWF was implemented in the bank's IT systems and incorporated in the bank's processes along the lending value chain. It is now deployed on a global scale. As of December 31, 2021, the GWF tool was applied to the entire bank balance sheet excluding the financial sector, i.e., €178 billion of total assets outstanding, and nearly 89% of exposures were already assessed.

Fully integrated into the bank's lending process, the GWF is a real tool for decision -making, strategic dialogue and incentives for operations. It is used in particular in the following cases:

- credit process and lending decision making;
- credit risk assessment: the GWF is used to monitor the bank's overall climate transition risk as well as for projecting the balance sheet until 2050 as requested by the French banking regulator ACPR as part of an inaugural climate stress test exercise;
- strategic dialogue with clients and the resulting structuring of sustainable financial products;
- active portfolio management, including distribution and securitization;
- commercial strategic planning, including client tiering, priority setting and identification of sustainable financing opportunities.

Since the implementation of the tool within the systems and credit processes of Natixis CIB in 2019, the bank's processes and activities were transformed. Also, a major step was achieved this year with the definition of granular color mix targets for the CIB and the translation of these into ambitious temperature objectives: 2.5° by 2024, 2.2° by 2030 and 1.5°C by 2050, thus actively contributing to Groupe BPCE's "Net Zero" commitment by 2050. These objectives have been set out for each business line in the 2024 Strategic Plan.

The GWF has thus evolved from an innovative, operational and decision -making tool at the transactional level to a real tool for managing the transition.

These commitments are based on transaction/customer level modeling, which requires business lines, platforms and sector teams to achieve GWF color mix and temperature objectives, and thus leads to the deployment of clear and documented action plan. This involves analyzing forward-looking scenarios and transforming the bank's capital allocation, client mix, business mix with clients, as well as the design of products to support their transition.

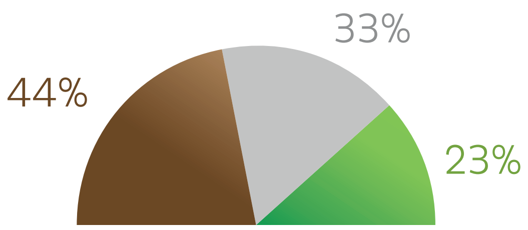
The bank's transition will depend on three key variables: the customer mix, what Natixis does with its customers and the pace of customer transition. This involves using industry knowledge, as well as Natixis' technological and climate expertise, to guide both the capital allocation and the product range in order to have an impact on the bank's temperature trajectory.

To do this, Natixis has developed a number of use cases for GWF:

- credit decision-making;
- business and strategic intelligence;
- strategic dialogue with customers;
- monitoring of risks related to the climate transition;
- balance sheet management, including distribution and securitization;
- long-term projections of the portfolio up to 2050 through climate stress test exercises;
- prioritization of strategic customers.

The first CIB budget assessment exercise in color and temperature for 2022 was launched in autumn 2021, as well as the definition of a governance and action plans to steer this trajectory. Quarterly monitoring will be carried out in a very granular manner at the level of the business lines, strategic industries and geographical platforms of the CIB.

GWF breakdown on the temperature calculation scope of Corporate & Investment Banking exposures as of 12/31/2021 (i.e. €114 billion of exposures, 86% of which are colored)



Gross exposures excluding financials, Global Markets and sovereigns (CIB scope)

It should be noted that although the brown portion reached 44%, the dark brown portion, which represents the gross exposures to the most emissive counterparties, was reduced by 12.1% in 2020 to 6.4% in 2021.

This methodology is scalable, and may include the criteria of the European classification – or taxonomy – as the European Commission's "Sustainable Finance Platform" progresses.

7.2.2.2 Financing and investment in renewable energy

In 2020, new renewable electricity capacity installations reached nearly 280 GW worldwide, i.e. 45% more than in 2019 according to the IEA. In particular, nearly 135 GW of new solar photovoltaic capacities were deployed in 2020. The wind energy sector (+114 GW in 2020) saw a virtual doubling of its annual capacity.

The exceptional level of new renewable electricity capacity installations is expected to be maintained, with 270 GW becoming operational in 2021 and 280 GW in 2022.

In 2021, Natixis once again positioned itself as a leading player in renewable energy financing, particularly in Europe and America. Natixis ranks 3rd world rank of MLA banks in renewable energy project financing[(1)]:

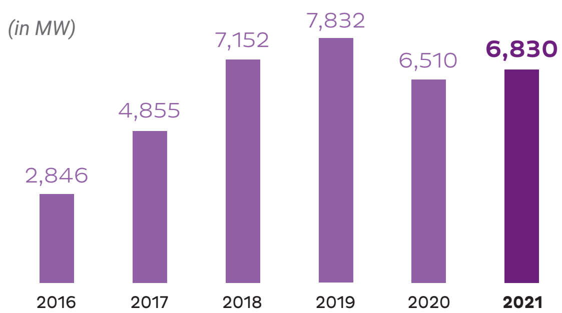
Renewable energy financing

In 2021, the Natixis CIB's infrastructure financing teams arranged 26 new deals in 2021 totaling €2.21 billion, representing an installed capacity of 6,830 MW;

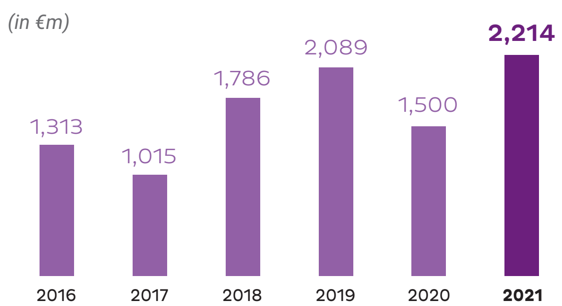
- 7 onshore wind farms with a total capacity of 2,555 MW;
- 18 PV and concentrated solar power projects with a capacity of 4,151 MW;
- 1 hydroelectric facility with a capacity of 125 MW.

Renewable energy accounted for more than 95% of total new financing granted by CIB in the electricity production sector in 2021.

Total installed capacity of renewable energy projects financed by Natixis per year



Amount arranged by Natixis for renewable energy projects per year



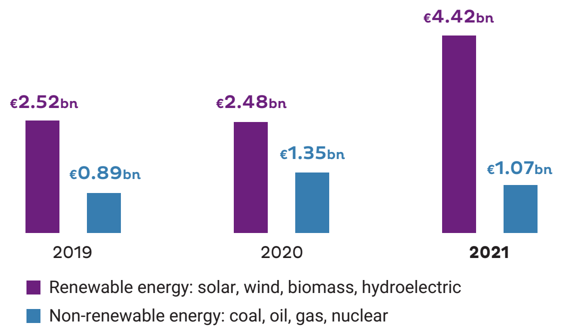
(1) Source: IJGlobal's Infrastructure and project finance league table report 2021.

2021 KEY EVENTS

Natixis leads the arrangement of a green loan for the first large-scale offshore wind farm in the United States

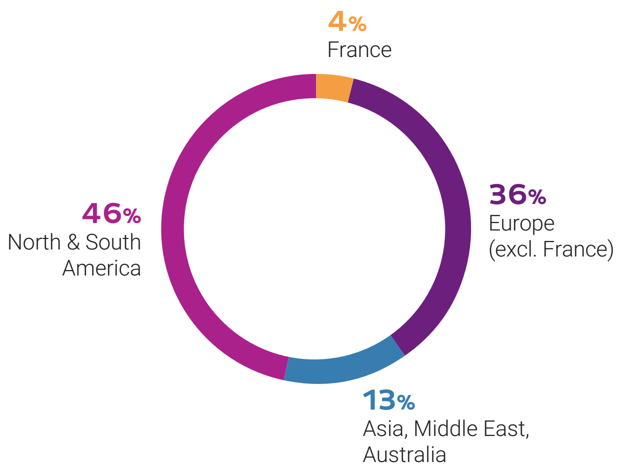
As part of the Vineyard Wind 1 project, which provides for the construction of the first large-scale offshore wind farm in the United States, with an installed capacity of 800 MW, Natixis acted as the green loan arranger to finance the project amounting to $2.3 billion. The wind farm, located 15 miles south of Martha's Vineyard and Nantucket, will consist of a network of 62 wind turbines spaced one mile apart and will generate 800 MW of electricity per year, enough to power more than 400,000 homes. The fleet must reduce CO_2 emissions of more than 1.6 million tons per year.

Portfolio exposure to renewable and non-renewable energies per year in billions of euros

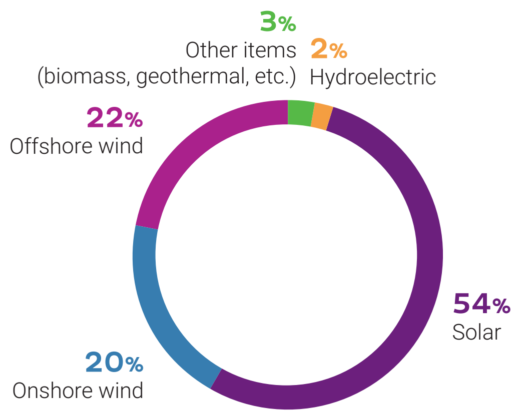


The portfolio breaks down as follows:

Regional breakdown of the renewable energy portfolio (% of outstandings)



Sector breakdown of the renewable energy portfolio (% of outstandings)



2021 KEY EVENT

Solek Group and Natixis close a financing for a portfolio of solar photovoltaic plants in Chile

In March 2021, Solek Group and Natixis successfully concluded a loan of $85.2 million to finance a portfolio of solar power plants in Chile totaling 110 MW. Natixis acted as sole lead arranger, hedging provider, bank issuing LC and administrative agent. These solar plants will be operated under Chile's special scheme for small-scale distributed generation (PGMD) plants, a scheme created in 2005 to encourage better distributed and more sustainable electricity production. This project is part of the country's objective to achieve an installed electricity production capacity from solar and wind energy of 20% by 2025, and to strive for carbon neutrality in the long term.

Investments in renewable energy

Natixis Investment Managers finances renewable energy via the investment funds proposed by its affiliates.

Through five vintages of renewable energy transition infrastructure funds, representing two billion in assets under management at the end of 2021, **Mirova** has financed more than 300 projects in 10 European countries and various renewable energy sectors and has contributed to the installation of 5 GW of clean energy.

Building on its success with the renewable energy infrastructure funds Fideme (2002), Eurofideme 2 (2009), Mirova Eurofideme 3 (2014) and Mirova Eurofideme 4 (2018), in 2021 Mirova launched its fifth fundraising for energy transition infrastructures. With this Mirova Energy Transition 5 (MET5) fund, Mirova is aiming for a final size of over €1 billion and wishes to continue to expand its investment scope towards new energy transition technologies. It will build on the European dynamic of the renewable energy and low-carbon mobility sectors, and may invest up to 10% of the fund's assets in OECD member countries. The fund will offer its investors renewable energy projects using proven technologies (onshore wind, photovoltaic, hydroelectricity, and biogas) as well as new robust technologies, such as offshore wind. MET5 will also invest in the low-carbon mobility sectors, in particular to support the growth of the electric vehicle sector and the emergence of hydrogen. The fund will retain great flexibility in terms of its intervention (majority or minority shareholdings, equity financing or subordinated debt, and the possibility of short-term bridge financing).

In 2021, **Vauban Infrastructure Partners** acquired 100% of the capital of four district heating networks in Spain, a "green" project connecting more than 25,000 homes to these networks by 2028. This portfolio is the largest in Spain in terms of capacity but also in biomass supply. The portfolio has a total capacity of 74 MW, a target demand of 300 GWh during the operating phase, and a total of 77 km of network already built and connecting 10,000 homes. Networks and capacity are expected to increase in the coming years. In addition to providing the lowest cost per MWh (annual savings of up to 10-20% for end customers before the recent increase in gas prices), the technology is in line with energy transition objectives which makes it more reliable for end users, until at least 2040. The project will result in a significant reduction in GHG emissions compared to other heating solutions thanks to the use of biomass, which emits ten times less than natural gas (around 400 gCO_2 eq/KWh for natural gas compared to approx. 40 gCO_2 eq/KWh for biomass, which may be even lower depending on the type of biomass used).

7.2.2.3 Financing and investment in sustainable mobility and cities

11 SUSTAINABLE CITIES AND COMMUNITIES
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Natixis is a leading bank in the financing of environmental infrastructure(1). In particular, it arranged the financing of a waste -to -energy plant project in Skelton Grange, near Leeds, England. The facility will be able to burn up to 410,000 tons of non-recyclable residual waste per year, and generate nearly 49 MW of energy, which will supply approximately 100,000 households with energy. Natixis acted as lead manager and hedging bank for the financing of the project.

Sustainable real estate

In a contrasting real estate market in 2021, the real estate financing teams have increased their positioning on the financing of sustainable projects by doubling the number of financed transactions. A total of 13 transactions were closed in 2021.

- five sustainable financings (corporate loans), three of which Natixis was either Sustainability Coordinator or Co-coordinator;
- the signing of 8 green mortgage loans, including 4 for which Natixis was Sustainability Coordinator.

2021 KEY EVENTS

Structuring of Groupe BPCE's first green RMBS

For the Groupe BPCE, Natixis structured its first green securitization transaction of €1.5 billion to finance low-energy housing. This Green RMBS (Residential Mortgage-Backed Securities), in which the Banques Populaires and the Caisses d'Epargne are stakeholders, is the first transaction of such an amount to be carried out in this format by a French issuer. The innovative nature of this transaction is based, on the one hand, on Groupe BPCE's commitment to finance the production of new home loans for the purchase or construction of low-consumption housing up to the level of the loans sold, and on the other hand on the desire to involve investors directly in our action on the transition of a sector that emits high levels of GHG.

Launch of the innovative Impact Hypotheken investment platform

Natixis and CMIS Group have joined forces to launch the new Impact Hypotheken investment platform, targeting investors looking for sustainable assets. Impact Hypotheken enables pan-European investors to access mortgage loans dedicated to the acquisition and/or renovation of Dutch residential real estate that meet the technical eligibility criteria defined by CMIS as part of its Green Financing Framework aligned with the Green Bond Principles. The platform is specifically suitable for financing Dutch low-energy residential assets with a minimum energy rating of "A", or borrowers whose residential properties have a lower energy label and who are committed to improving the energy performance of their property by at least 30%, or in order to achieve an "A" energy label or better.

(1) *Natixis ranks fourth in the world among MLA banks for financing renewable energy infrastructures (source: IJGlobal's Infrastructure and Project Finance League Table Report 2021).*

In 2019, **Natixis Assurances** extended ESG integration to its real estate portfolio and ultimately aims to fully integrate ESG criteria. To this end, an energy convergence plan and continued labeling of its portfolio assets has been implemented. The asset acquisition policy includes identifying, monitoring and managing sustainable development indicators.

Natixis Assurances monitors and reports annually on the portion of its real estate investments that have environmental certification. Since July 2020, Natixis Assurances has implemented an ESG reporting monitoring strategy for its dedicated NAMI INVEST and FRUCTIFONCIER portfolios. Eight real estate assets received HQE certification in 2021, making it possible to obtain a label of up to 77% by value of the NAMI INVEST portfolio and 63% of the FRUCTIFONCIER portfolio.

In 2021, Natixis Assurances extended the ESG integration of its real estate portfolio through:

- an audit on the resilience of real estate assets to climate change, in order to anticipate and reduce future adaptation costs;
- feasibility studies for the installation of photovoltaic equipment on the roof to reduce the carbon footprint of assets;
- the installation of electric charging stations to promote the use of clean vehicles, etc.

Through the expertise of Natixis Assurances, the Multirisque Habitation policy for private individuals covers eco-responsible buildings with no additional premiums: timber frame houses, thatched roofs, as well as renewable energy production equipment. In all plans, an Ecological A+ refitting is planned for movable assets covered in the event of a claim.

In addition, policyholders benefit from support services to achieve energy savings, in particular by having access to a network of RGE certified craftsmen (Recognized Guarantor of the Environment: qualified professionals for energy renovation work).

Operational Civil Liability and Professional Liability cover the financial consequences of liability incurred as a result of accidental damage to the environment (e.g. contamination of soil, water, air, damage to species and protected habitats).

AEW CILOGER continued its efforts to obtain certification for its portfolio assets throughout 2021. Its buildings received BREEAM on construction, LEED existing building, HQE in use, BREEAM in use, BBCA (low-carbon building) or BEPOS (positive energy building) certification. The amount of certified assets amounted to €8.6 billion, which represents 23% of the AEW CILOGER portfolio. In 2021, seven funds took part in the assessment of the Global Real Estate Sustainability Benchmark (GRESB), which covers both environmental (measures to reduce the environmental footprint) and social (stakeholder relations and social impact of activities) topics). and governance (policies and procedures). Seven funds were awarded the Green Star level in 2021, showing an improvement in the rating compared to 2020, including one logistics fund that achieved the five-star level and was ranked first in its category in Europe. In addition, AEW CILOGER obtained the SRI real estate label in July 2021 for two retail funds.

The Innov 2019 project, launched in 2019 and rolled out until 2022, aims to test innovative solutions at around forty pilot sites, based on seven themes: photovoltaic electricity, electric vehicle charging stations, biodiversity, the circular economy, and the fight against food waste, waste management, resilience to climate change. Some projects have already been completed and have been extended to other buildings, in particular on biodiversity and the circular economy.

Investments by **Ostrum AM** contributing to the financing of sustainable buildings, via sustainable bonds (subject to a dedicated analysis), amounted to €3.15 billion at the end of December 2021.

Sustainable mobility

Mobility is crucial to human development. Moving goods and people allows access to goods and services, in particular housing, employment, healthcare, education and culture. However, this has an impact on climate change, air quality, the use of fossil fuels, biodiversity, and health. Transport growth projections expect the number of air passengers to double by 2040 and that there will be nearly two billion vehicles in circulation by 2050. Natixis is committed to developing sustainable, low carbon transport solutions through its financing and investment activities.

2021 KEY EVENT

TransMilenio: financing in the form of US Private Placement in line with a sustainable development objective

In November 2021, Natixis intervened with TransMilenio, the public transport authority for the district of Bogota, in connection with the financing of three separate concessions to supply a fleet of low-carbon buses. Natixis acted as sole placement agent and ESR coordinator, rating advisor in this US$126 million financing in the form of US Private Placements ("USPP"). The new, cleaner buses will have an average fleet emission intensity of 50 gCO_2 per passenger-km or less. They will replace TransMilenio's aging fleet in the district, where 25% of buses are more than ten years old. This transaction is among the first USPPs issued in Colombia and is the first Colombian USPP issued in the form of certified sustainable bonds and climate bonds.

Ostrum AM invests in sustainable mobility via sustainable bonds. Out of all the sustainable bonds analyzed, Ostrum AM invested €2.68 billion in sustainable mobility at the end of November 2021.

In 2021, **Mirova**, through its Mirova-Eurofideme 4 fund, invested €60 million with 3i Group plc, through its 3i European Operational Projects Fund, in NEoT Green Mobility ("NGM") to finance its project pipeline, while the Banque des Territoires invested an additional €20 million. NGM offers turnkey rental solutions and zero emission transport services to public authorities and transport operators. The Company's E-Mobility-as-a-Service solutions include the provision of batteries, rolling stock or charging infrastructure as a service to customers in a wide range of sectors: urban and intercity public transport, inland and maritime navigation, rail transport, charging stations and smart charging solutions. After starting with electric mobility, the Company will also seek to expand into the hydrogen sector. Today, NGM has more than €40 million in assets under management, under medium and long-term contracts, mainly in France and the United Kingdom, and aims to expand in Western and Northern Europe. With this combined investment, NGM is targeting an asset base of €400 million in 2024 and is positioning itself as a leading financial partner for mobility operators and local authorities wishing to electrify their fleet or infrastructure.

Natixis Assurances offers preferential rates to individuals who travel less than 8,000 km per year in their car: this option applies to 28.4% of contracts (275,975 policies), or €103.8 million in annual premiums in 2021. Savings of up to 30% are offered to electric vehicle owners. The new means of soft urban transport (electric bicycle, electric scooter, gyropod, etc.) can be provided as an option via the residential offer. As part of the support of its customers, eco-driving courses are also offered. In the event of an automobile accident, Natixis Assurances favors repairing damaged parts, or if necessary, replacing them with re-used parts (used parts) rather than new parts.

7.2.2.4 Green bonds and green loans

Green bond issuers undertake to use the funds raised to finance projects with a positive impact on the environment. Unlike traditional bonds which can finance all the issuer's activities, a green bond finances traceable investments in measures to improve environmental performance such as energy efficiency, renewable energy, sustainable transport or water management. As of the end of 2021, the green bonds market totaled $553 billion[1].

Natixis arranged 55 green bond issues in 2021, for a total arranged amount of €6.5 billion, confirming its solid positioning on this market, especially in Europe.

Natixis acted as Sole Green Structuring Advisor, Joint Bookrunner and Global Coordinator for the inaugural Green Convertible Bond of Voltalia, an international player in renewable energies. The issue of these green OCEANEs, amounting to €200 million maturing in 2025, will make it possible to finance and/or refinance eligible green projects, as defined in Voltalia's green and sustainable financing framework document. This framework is aligned with the Green Bond Principles.

Natixis is also active in green bond investments through its Asset Management affiliates.

Ostrum AM managed €19.6 billion of outstanding green bonds at the end of December 2021, through its funds and mandates. Ostrum AM has invested €359 million in the green bond of the Société du Grand Paris, which finances the Grand Paris Express, which will contribute to the modernization of the existing Paris transport network. Considered the largest infrastructure project in Europe, this investment fully supports the energy transition and is in line with France's Paris Agreement objectives.

In October 2021, **Mirova** supported SNCF in the development of a short-term green bond issue in line with the Green Bond Principles. This is the very first short-term green financing issued under the Euro Commercial Paper (ECP) program. Worth €50 billion and maturing in three months, this transaction aims to finance sustainable investments as well as operations (recycling, pollution control, renewable energy (PPA EnR), etc.) contributing to the ecological transition of SNCF. It is part of its charter dedicated to green financing ("Green Bond Framework"). Mirova also subscribed to this transaction.

As well as green bond issuance, since 2018, Natixis has also offered two types of green or sustainable loans: loans earmarked to finance environment-related projects (term loans called "green loans") and syndicated loans meeting ESG criteria (green revolving credit facilities or green RCF called "sustainability-linked loans" or "ESG-linked loans"). 90 transactions were finalized in 2021 (including securitizations). Natixis was an ESG structurer for more than half of these transactions. In addition, Natixis structured one RMBS green in 2021.

In 2021, Natixis obtained the following rankings[2]: #3 Global Green/Sustainability-Linked Loan Coordinator, #7 EMEA Sustainability-Linked Loan Bookrunner, #9 Global Green Loans Bookrunner and #4 Americas Green Loan MLA.

2021 KEY EVENT

Structuring of the first Green Cat Bond

Natixis worked with Generali, as Joint Bookrunner and Sole Sustainability Coordinator, for the issue of the first Green Cat Bond. The bond, in the amount of €200 million, will make it possible to reinsure any losses arising from natural disasters in Europe. Generali undertakes to invest the capital received in green insurance projects and products. An issue framework defines the eligible sectors and the refinancing conditions, similarly to a green bond. The collateral provided in the transaction will also be invested in sustainable securities of the EBRD.

(1) Source Bloomberg.
(2) Source Dealogic.

7.2.2.5 Development of low carbon structured products

Structured solutions based on the indices developed since 2015[1] have been proposed with innovative forms – structured notes, Green Bonds and Equity-linked Bonds – to meet the need for investment in sectors contributing to the energy and ecological transition with a range of solutions for both retail and institutional investors in different geographical regions. At the end of 2021, more than €1.7 billion in structured green bonds had been distributed, including €1.3 billion by the Banque Populaire banks and the Caisses d'Epargne through unit-linked sustainable life insurance.

2021 KEY EVENT

First structured product combining green bond, climate index with a donation commitment based on a partnership with the Terre des Liens association.

This product is offered in partnership with the insurer Groupama, Natixis acting as issuer and the social bonds being distributed by Groupama. This coherent structure is based on three complementary pillars:

- a green bond financing renewable projects and green real estate;
- the climate-themed index, Euronext Climate Objective Euro Decrement 5%, focuses on companies seeking to improve their carbon performance, their environmental commitments and their ability to offer products and services that are compatible with an economy reducing their carbon footprint;
- a portion of the funds raised as part of the structured product distribution campaign is dedicated to the donation to Terre des Liens, whose main action involves the acquisition of sustainable land and farms. These are maintained in the long term in their agricultural vocation and are ready to welcome new farmers with agricultural practices that respect the soil and the environment. The project is carried out in close collaboration with the Natixis Foundation.

7.2.2.6 Alignment with the objectives of the Paris Agreement

The **Green Weighting Factor** (GWF) will allow Natixis to decarbonize its balance sheet and gradually align the impact of its financing activities on the objectives of the Paris Agreement, i.e. to limit the global temperature rise to +2°C in relation to the pre-industrial era. Natixis intends to achieve this long-term objective while continuing to finance all economic sectors by increasing the presence of green solutions in its financing activities and helping its clients in the transition to lower carbon activities[2]. Since 2021, color mix objectives have been set for the CIB and translated into a temperature trajectory. Natixis undertakes to use the GWF initiative to set climate impact targets for each of its banking activities.

Natixis is contributing to the objectives of the Paris Agreement in all its financing and investment activities by applying its exclusion policies on the coal industry, oil sands, oil and shale gas exploration in the Arctic *(see Chapter [7.3.1] "Management of social and environmental risks")*.

As well as applying exclusion policies, several Natixis entities have also committed to aligning their investments with the goals of the Paris Agreement. Natixis IM also helps its affiliates to better take into account climate issues in their strategies, in particular through a specific working group, co-led by Loomis Sayles, enabling affiliates to exchange best practices.

Natixis IM affiliates have been involved in climate issues for years.

NIM Solutions supervised the contribution of the Natixis IM scope as part of the first TCFD report of BPCE and Natixis, based on data provided by S&P Trucost. NIM Solutions calculated the following metrics published in the report, covering €577 billion of listed assets (equities and bonds) under management within Natixis IM:

- carbon intensity of investments: 726 tCO_2 e/million euros invested versus a benchmark of 518 tCO_2 e/million euros invested;
- temperature indicator (Implied Temperature Rise) below 3°C versus a benchmark above 3°C;
- investments in the carbon-intensive and total fossil energy sectors:
  - thermal coal: 0.2% of assets under management (€1.04 billion) versus a benchmark of 0.51% of the index,
  - total fossil fuels: 4.44% of assets under management (€23.2 billion) vs. a benchmark of 6.43% of the index.

The NIM Solutions structuring team has also set up an innovative process to contribute to the reduction of carbon emissions. It consists of allocating a specific portion of the management fees of a fund to the purchase of VER (Verified Emission Reduction) carbon credits. This amount will be paid by the asset management company Natixis IM international. As of November 2021, the Coralium Santé fund, offered in the BPCE networks, will be able to benefit from the VER carbon credit acquisition mechanism paid by Natixis IM International. As such, from November 2021, the Coralium Santé fund, offered in the BPCE networks, will be able to benefit from the VER carbon credit acquisition mechanism by Natixis IM International through management fees as part of the management of a fund: 6 bps (i.e. estimate), i.e. a net contribution of €82 thousand per year (on an eight-year basis).

(1) ECO5 index: Euronext index launched in 2018, Climate Orientation, Solactive Climate and Energy transitions indexes.
(2) See introduction on the Green Weighting Factor in Chapter [6.4.2.1].

DNCA has developed a temperature rating methodology for its CDP portfolios[1]. DNCA has also published its first climate report on its DNCA portfolios and has developed new partnerships with Climate Action 100+ and the TCFD.

Dorval AM supports the "Non Disclosure Campaign" and the "Science-Based Target Campaign" (SBT) led by the CDP. These campaigns encourage companies to publish and set reduction objectives for their emissions. Dorval AM publishes an annual climate impact report for all its open funds in line with the Paris Agreement based on the methodology of their partner ISS. In this report, the current and future emissions of the invested companies are compared according to three different climate scenarios developed by the International Energy Agency: sustainable development scenario (SDS), the declared policy scenario (STEPS) and the current development scenario policies (CPS). In addition, Dorval AM's ambition is for at least 80% of its open-ended funds to be aligned with a trajectory of less than or equal to 2°C by 2050.

Loomis Sayles has integrated climate impact assessment instruments for its portfolios in order to better understand the risks and associated climate scenarios. These instruments make it possible to measure and monitor the carbon footprint of their portfolios and compare them with their benchmarks. Work on the integration of new external assessment tools and more data on climate change is underway to improve its carbon footprint assessment capabilities. Loomis Sayles uses several ESG data providers, including ISS, which gives them a comprehensive approach to climate risk and transition scenarios to assess the potential impact of future events on their portfolios. Loomis Sayles is a member of Climate Action 100+[2].

Since this year, **Ossiam AM** excludes the financial assets of companies involved in the exploration and production of oil and gas in the Arctic, as well as those involved in the exploration and production of oil sands regardless of the location of this activity. Ossiam will include benchmarks compatible with the Paris Agreements (Paris Aligned Benchmarks) in its funds and, in keeping with its principle of transparency, will begin to disclose the physical risk of funds.

Ostrum AM is committed to campaigns orchestrated by the CDP for greater transparency and to encourage companies to adhere to the SBT objectives. It is also a signatory of a declaration encouraging States to go further in their climate ambitions within the framework of COP 26. Ostrum AM is also in the process of developing an oil & gas policy.

Thematics AM published its first climate strategy and disclosure report, which details its commitment to reducing its environmental footprint, in line with the recommendations of the TCFD and those of Article 173 VI of the French law on the energy transition for green growth. This objective was made possible in part thanks to the services of a third-party data provider (S&P Trucost) which measures the alignment of the companies invested by Thematics AM with the Paris agreements.

To assess the climate performance of companies as closely as possible, **Mirova** has developed, in collaboration with Carbone 4, a methodology that uses a life cycle approach to calculate both induced emissions and avoided emissions. Thanks to these two measures, which are homogeneous across sectors and companies, Mirova is able to quantify the exposure of its portfolios to risks and opportunities related to climate change and the energy transition.

Naxicap Partners has carried out an exhaustive calculation of the carbon emissions of the companies in its portfolio, focusing in particular on Scope 3 emissions and thus has a better understanding of the overall carbon footprint of its portfolio. Sirsa, an ESG and carbon consulting firm, was commissioned to calculate the scope 3 carbon emissions of the companies in the Naxicap Partners portfolio. Sirsa used a simplified approach to identify the most significant sources of greenhouse gas emissions, particularly in scope 3, in order to reflect a global vision and deliver usable results. The estimation of scopes 1, 2 and 3 was carried out in 2021 on 71% of assets under management (from the ESG scope) for an average carbon intensity of the portfolio of 621 tCO_2 e/million euros invested. This work highlighted the main sources of emission of each company, making it possible to define precise action plans. As a result, from 2022, Naxicap Partners has set itself the goal of building a climate trajectory with the most impacted and impactful investments (according to the principle of dual materiality).

MV Credit is a signatory of the Global Investor Statement to Governments on the Climate Crisis in 2021.

Vauban Infrastructure Partners thus excludes investments in the exploration and production of fossil fuels (coal, oil, shale gas and gas), and annually assesses the carbon footprint of the assets in the portfolio (on scopes 1, 2 and 3). This assessment makes it possible to identify the levers for action to reduce and avoid GHG emissions, to engage in dialog with joint ventures on these actions, and to discuss compensation solutions when emissions cannot be avoided. Vauban Infrastructure Partners is also part of the TCFD approach and is committed to offsetting its own carbon emissions. In the GRESB (Global Real Estate Sustainability Benchmark) assessment in 2021, Vauban Infrastructure Partners was ranked first in the Europe – Diversified – Private Equity funds category with a GRESB score of 5/5.

In 2021, efforts by **AEW CILOGER** focused on adapting to the physical risks of climate change. AEW CILOGER has finalized a project on a list of pilot buildings, aimed at assessing these risks, their financial impacts and defining adaptation plans to reduce the vulnerability of the affected assets. This study was returned to investors.

For the main funds and mandates, climate risks are now systematically included. With regard to GHG emissions, dedicated reports and targets for reducing these emissions have been set for several investors.

In September 2021, **AEW Capital Management** joined the ULI Greenprint alliance made up of real estate groups, investors and strategic partners committed to improving the environmental performance of the real estate sector. The alliance and its members are aiming for a net zero carbon target by 2050, in line with the Paris Agreement target. AEW Capital Management will publish its first TCFD report in 2022.

(1) Carbon Disclosure Project is a non-profit charitable organization that runs the Global Disclosure System for investors, companies, cities, states and regions to manage their environmental impact. Website: https://www.cdp.net/fr.

(2) Climate Action 100+: investor-led initiative to ensure that companies with the highest emissions of greenhouse gases globally take the necessary actions to promote climate change. Website: https://www.climateaction100.org/.

Natixis Assurances strengthened its commitment against global warming in 2021 with the objective of placing the investment portfolio on a trajectory of 1.5°C by 2030 with a plateau of 2°C in 2024 (compared to 2030 previously). Natixis Assurances has also raised its investment objective in green assets from 10% to 15% per year, and is now targeting 10% of its total assets under management by 2024 (compared to the previous year). Achieving this last objective requires investing more than €1 billion per year between 2022 and 2024 in green assets.

It should be noted that at the end of December 2021, Natixis Assurances had made investments with a positive impact on the climate, representing 19.4% of investments over the year (flows). With this policy, Natixis Assurances intends to encourage and give priority to companies that contribute to the energy and ecological transition. Its commitment covers all its investment portfolios (excluding unit-linked policies).

Natixis is involved in several initiatives with other financial institutions seeking to establish industry-wide methodological principles for calculating the carbon footprint of the portfolios managed by banks, insurers and asset managers (including working groups under the UNEP FI). Given the wide variety of its business lines, Natixis is particularly keen to find common principles that will ensure consistency in how it quantifies the carbon footprint of its different activities. These principles will provide a framework in which to establish detailed targets for reducing this carbon footprint.

7.2.3 Protecting and developing natural capital

7.2.3.1 Natixis' biodiversity commitments

Natixis is aware of the major issue of the deterioration of natural capital and, as a bank, asset manager and insurer, is committed to taking concrete action to preserve it. The Earth is now facing an unprecedented mass extinction of living species: more than 60% of wild animal populations have disappeared in the last 40 years(1). One million animal and plant species are threatened with extinction out of the estimated eight million on the planet(2).

All Natixis financing, Asset Management and Insurance business lines have been involved in a cross-functional discussion of biodiversity issues since 2018, resulting in eight concrete commitments(3) targeted at 100% on its direct and indirect biodiversity impacts. These commitments are part of Natixis' participation in the act4nature international initiative(4), and their SMART nature (specific, measurable, additional, relevant, time-bound) was validated by a multi-stakeholder Committee made up of 16 partners including several environmental NGOs. Natixis was the first bank involved in the act4nature international initiative to communicate individual SMART commitments in June 2020:

1. include biodiversity in its 2021-2024 strategic plan;
2. support the environmental transition of its customers by systematically integrating biodiversity issues into its sustainable finance offering;
3. measure the impact on the biodiversity of its customers, its financing, some of the assets managed for third parties and real estate investments;
4. integrate biodiversity criteria into the ESG analysis, shareholder dialog for the sectors for which biodiversity is the most important and in real estate investment decisions;
5. avoid, reduce and offset its impact on biodiversity, whether direct or derived from its financing activities;
6. increase the outstandings of its Asset Management dedicated to natural capital and the protection of water resources to €2 billion by 2023 through investment funds managed by its affiliates Mirova and Thematics AM;
7. train and raise awareness of Natixis employees on biodiversity issues;
8. actively contribute to the emergence of market standards by 2022 to measure and report on the impact of companies in terms of biodiversity, notably through the work of the TNFD.

By making these commitments, Natixis includes biodiversity at the center of its ESR system, along with climate change. Aware that reducing its indirect impact is an important lever for contributing to the preservation of natural capital, Natixis places biodiversity at the heart of its discussions with all its customers and stakeholders. This approach is part of a more global action to support its customers in their environmental transition.

Details of Natixis' individual commitments are available at *[https://www.natixis.com/natixis/fr/retrouvez-les-engagements-individuels-detailles-pour-la-biodiversite-rqaz5_112023.html]*. As part of these commitments, Natixis will publish an overview of its achievements in 2022 on its website.

(1) Source: WWF.
(2) Source: IPBES.
(3) https://www.natixis.com/natixis/upload/docs/application/pdf/2020-06/act4nature_engagements_individuels_natixis_fr.pdf.
(4) Natixis has been a signatory of the act4nature international initiative since 2018, led by the association Entreprises pour l'Environnement (EpE). In this context, it has committed to the ten collective commitments of the initiative, and to communicate individual commitments. www.act4nature.com

Participation of Natixis and Mirova in the Taskforce on Nature-related Financial risk and Disclosure

Natixis actively contributes to the international initiative Taskforce on Nature-related Financial risk and Disclosure (TNFD), which should lead by 2023 to the creation of a standard for measuring the impact and reporting biodiversity issues for companies, on the TCFD climate model. The TNFD is the result of a partnership between the Natural Capital Finance Alliance (NCFA), the United Nations Development Program (UNDP) and the World Wildlife Fund (WWF), with the support of the British government. Through its subsidiary **Mirova** Natixis is part of the TNFD initiative steering group.

This working group will have to address several issues:

- data accessibility: unlike climate data (mainly GHG emissions) held by companies, data related to natural capital requires access to larger databases (government, NGOs, universities, etc.);
- spatiality: risks related to nature are specific to their location, and the locations of a company's assets are generally not disclosed;
- materiality: nature is a public good and is currently used free of charge by companies. Risks related to nature are therefore rarely taken into account in financial decision-making. The working group will have to consider the possibilities of integrating this materiality through regulations, changes in terms of reporting or responsibility.

Once adopted, the TNFD will enable banks to manage the indirect impact of their investment and financing activities on nature, to reduce financial flows with a negative impact while promoting those with a positive impact.

7.2.3.2 Recognition of biodiversity in financing and investments

The Green Weighting Factor Initiative introduced in September 2019 now systematically evaluates the impact of financing solutions on biodiversity in relevant sectors as well as the impact of dedicated financing solutions (project or asset financing) on Key Biodiversity Areas.

Natixis already incorporates an in-depth analysis of the impact on biodiversity in its project financing activities and in 2021 it will continue to step up its recognition of natural capital preservation in all its activities:

In accordance with the **Equator Principles**, Natixis requires its clients to examine all the risks and potential impacts of their projects from an environmental, social, health and safety perspective and to take all the necessary steps to minimize and correct the potential impacts. Protecting biodiversity is an integral part of these requirements. The quality of the client's impact studies and management systems is also taken into account when assessing the project. The assessment is generally performed by an independent consultant and it pays particular attention to the preservation of natural and critical habitats, in compliance with the regulations applicable to the project. For projects located in non-designated countries[1], additional action is required to meet the conditions set by the International Finance Corporation[2].

Mining activities to extract, recycle and transform commodities have a significant impact on natural capital and biodiversity. For this reason, Natixis works with its clients to plan, avoid, reduce and offset the impact of these activities at each stage in the investment process. For each transaction, the Energy & Natural Resources (ENR) team ensures that its clients observe the practices required in the sector (including the Equator Principles) and Natixis' internal policies.

For **agricultural commodities**, Natixis helps its clients with natural capital protection. In 2021, Natixis acted as MLA Bookrunner and Sustainability Coordinator for the refinancing of a 3-year revolving credit facility linked to sustainability objectives, in favor of the American agricultural commodities trading group, Bunge. The interest rate under this facility is linked to the Company's credit ratings as well as five Core Sustainability Goals, which include the recently established Science-Based Goals (SBTs) that define the Bunge Climate Goals within its operations and reinforce the Company's commitment to eliminate deforestation in its supply chains by 2025.

First blue bond issue of a commercial bank in Asia : in September 2020, Natixis acted as associate global coordinator of the first issue of the Blue Bond of Bank of China Limited, Paris branch ($500 million tranche at 3 years). This innovative financial instrument will finance the restoration of the coastline, the biodiversity of the seabed, sustainable fishing, offshore wind and the fight against pollution (waste and wastewater treatment). The issue is aligned with the ICMA Green Bond Principles.

(1) *As defined in the Equator Principles.*
(2) *IFC Performance Standard 6: biodiversity conservation and sustainable management of living natural resources.*

2021 KEY EVENT

Iceberg Data Lab

In line with Natixis' commitment to support innovative environmental solutions, **Natixis IM** recently completed a minority investment with Iceberg Data Lab, a financial technology company that develops assessment tools and provides environmental data solutions to banks.

Faced with the growing demand from banks and their stakeholders for greater transparency on the impact of portfolios on the climate and the environment, Natixis IM and its subsidiary Mirova, as well as AXA IM, Sienna Capital and Solactive will support the global expansion and product development of Iceberg Data Lab. The latter aims to bring to the market intelligent solutions of scientific data and data on biodiversity and was recently selected by a consortium of investors, including Mirova, to develop a tool allowing investors to measure the impact of their investments on biodiversity.

Ossiam worked closely with Iceberg Data lab to develop the Food for Biodiversity ETF using its biodiversity footprint indicator. In addition, following the development of an investment strategy that minimizes the portfolio's biodiversity footprint, Ossiam has committed to integrating biodiversity at the heart of its activities by signing the Finance for Biodiversity commitment.

Ostrum AM has developed the consideration of biodiversity in their analyzes and commitments. **DNCA publishes** a trajectory/biodiversity report. **Dorval AM** measures the sensitivity of emitters in terms of biodiversity and land management, water stress and relations with local communities. Thus, issues related to biodiversity and natural capital are an integral part of their proprietary extra-financial rating on the environmental pillar.

AEW CILOGER integrates biodiversity into its SRI policy and management practices. A biodiversity indicator is included in the ESG audit that it has developed. This makes it possible to assess the building's initial performance and improve its management through a dedicated action plan. A biodiversity indicator is used for six funds or mandates corresponding to 33% of the portfolio managed.

Specific actions have been implemented, including biodiversity strategies across several portfolios and the integration of biodiversity into the Innov 2019 project. In 2021 AEW CILOGER also signed the Afilog Charter in favor of biodiversity and applicable to logistics buildings.

7.2.3.3 Thematic investment in natural capital

Since 2017, **Mirova** has had a platform specializing in investment for biodiversity conservation and natural capital. Mirova develops innovative investment solutions to mitigate and adapt to climate change, and to protect local regions, biodiversity, soil and marine resources, with €458 million invested in natural capital. In September 2021, Mirova published a progress report on its biodiversity roadmap focusing on three areas:

- accelerate investments in biodiversity;
- develop dedicated measurement indicators;
- strengthen commitments to its stakeholders.

2021 KEY EVENT

Launch of an alliance for investment in Natural Capital

Mirova, HSBC Pollination Climate Asset Management and Lombard Odier co-founded the Alliance for Investment in Natural Capital as part of the Sustainable Markets Initiative. The Alliance was created under the leadership of His Royal Highness, The Prince of Wales, as part of the Sustainable Markets Initiative. The creation of the Alliance was announced at the One Planet Summit.

The Alliance aims to mobilize $10 billion in investments for the theme of Natural Capital across all asset classes by 2022.

In response to the depletion of natural capital and land degradation as global issues (relating to food security, human life and ecosystems), the **Land Degradation Neutrality (LDN) Fund** is an example of the type of innovative public-private partnerships needed to finance the SDGs. The Fund was created[(1)] by the United Nations and Mirova as a source of transformative capital bringing together public and private investors to fund triple bottom line (economic, social and financial) projects that contribute to Land Degradation Neutrality. The LDN Fund will invest in three crucial sectors: sustainable agriculture, sustainable forestry, and other projects such as green infrastructure or ecotourism as opportunities arise.

The LDN Fund aims to generate positive environmental and socioeconomic impacts alongside financial returns. By addressing land degradation, the LDN Fund aims to deliver the following benefits:

- land degradation neutrality;
- climate change mitigation;
- climate change adaptation;
- improved livelihoods;
- improved biodiversity.

(1) United Nations Convention to Combat Desertification (UNCCD).

The LDN Fund continued to raise funds throughout 2021 totaling $208 million. The first impact report was published in June 2021 and demonstrates a tangible impact on the ground generated by innovative and promising entrepreneurs. The fund supported a project in Peru and Colombia in favor of agroforestry systems for small coffee producers. It has invested in an agroforestry project in Bhutan (Mountain Hazelnuts), in social enterprises helping local populations to develop cocoa and coffee plantations in Nicaragua (Cacao Oro project) and micro-forestry in Kenya (Komaza), and in a sustainable forestry company in Ghana and Sierra Leone (Miro Forestry).

The LDN Fund will use its investments to apply sustainable land management practices on 350,000 hectares of land around the world, to reduce CO_2 by 25 Mt, and to create or improve jobs for over 70,000 people.

Unhealthy oceans threaten all life on earth and have a particularly strong impact on small island nations and vulnerable coastal communities. Decades of poor management have led to the over-exploitation and degradation of ocean resources, in particular fish stocks and coral reef ecosystems. Improving the management of these natural resources can enhance productivity and operational efficiency and generate attractive returns for all stakeholders.

The Althelia Sustainable Ocean Fund (SOF) managed by Mirova, invests in companies that harness the ocean's natural capital sustainably, build resilience in coastal ecosystems and create sustainable economic growth. SOF holds a mixed portfolio of assets in the sustainable marine products sector, the circular economy and conservation. The fund focuses on emerging markets and small island nations.

Launched in 2018, Mirova completed the fundraising in 2020, which will reach $132 million. The first impact report was published in July 2021.

The SOF made eight investments in the areas of sustainable seafood, the circular blue economy and ocean conservation. They represent nearly $45 million in initial commitments, four of which were carried out during the year 2020: Recycled Technologies (supplier specializing in plastic recycling technologies), Plastic for Change (ethical plastic recycling company), nextProtein (production of alternative insect-based proteins) and CleanMarine Group (Marpol facility/treatment of liquid waste from vessels calling at the port of Freeport, Bahamas). In 2021, the SOF invested in the Norwegian company BIOmega (upcycling recycling fish biowaste).

Mirova has also partnered with IUCN, the NGO Turneffe Atoll Sustainability Association (TASA), Blue Finance and the Ministry of Blue Economy of Belize in an innovative blended financing mechanism to improve the management of marine protected areas of Belize and contribute to its blue economy. As a result, the asset management company made its first investments in its strategy dedicated to the preservation of biodiversity in the Amazon: Manioca, a Brazilian company marketing food products made from sustainably grown Amazonian ingredients, and Horta da Terra Ltd, a Brazilian company selling freeze-dried Amazonian products grown using regenerative farming systems in collaboration with the surrounding indigenous communities.

SOF's investments are having substantial positive impacts in terms of socioeconomic development and the preservation of natural resources.

2021 KEY EVENT

Orange chooses Mirova to support it in the regeneration of nature

As part of its "Net Zero Carbon" environmental strategy in 2040, Orange created the Orange Nature fund, endowed with €50 million to develop projects for the restoration and conservation of natural areas. The fund will invest, directly or indirectly, in various CO_2 carbon sink projects worldwide: afforestation, reforestation and restoration of natural ecosystems (mangroves or agroforestry projects). Particular attention will be paid to the economic and social development of the territories and populations concerned by the projects and their positive impacts on biodiversity. Orange will only be compensated in high-quality carbon credits[1] generated by these projects. Mirova will manage and deploy the fund.

The Orange Nature fund will have an exclusive co-investment agreement with the Nature+ Accelerator Fund sponsored by the International Union for the Conservation of Nature (IUCN) and the Global Environment Facility (GEF). Mirova has also been selected to structure and manage the Nature+ Accelerator Fund whose operations are due to begin in 2022.

(1) Carbon credits, also called VCUs (Voluntary Carbon Units) correspond to emission reductions and carbon sequestration, verified by the main players in the verification and certification of Carbon Credits on the market, thus guaranteeing the fund's environmental integrity (e.g. VCS, Gold Standard).

7.2.3.4 Development of the circular economy

AEW chairs the Circolab non-profit association created in February 2018 to promote the circular economy in the construction and real estate sector and in particular to encourage the reuse of materials via various initiatives: publication of reuse guidelines, promotion of best practices, development of shared tools, creation of an ecosystem of real estate sector players. Circolab currently has around seventy members (public and private sector contracting authorities, construction firms, building materials manufacturers, project managers, and associations).

Several working groups have been created, including one to estimate the goodwill in buildings that are part of the circular economy, during their construction or renovation. Work has also been completed to share best practice for buildings in use and to factor reuse into Building Information Modeling (BIM). In 2021 a circular economy trophy was launched for students to raise awareness of this issue. Several leading schools will participate, including ESTP, Arts et Métiers, Centrale, Ponts et Chaussées, INSA, etc. AEW has also created a Reuse label and organized several events to present its work at conferences.

The traditional model of extracting, producing, consuming and disposing is now outdated. The circular economy, which is now needed, aims to deploy sustainable models that reduce our impact on the environment and have a positive societal action.

To support a more responsible economy, **Thematics AM** has developed a strategy on the subscription economy, which aims to invest in companies whose business model is based on subscription. The subscription economy favors the use rather than the ownership of a product. Today, the subscription economy is booming and concerns all economic sectors. It is part of the new commitments of the circular economy. In a rapidly changing world, this fund invests in companies that are benefiting from changes in consumption habits caused by:

- the emergence of digital technology, which favors the personalization and contractualization of subscriptions/desubscriptions;
- the changing desires of new consumers, who favor the experience rather than the ownership of a good;
- the contribution to a service approach by companies, based on the functionality of their production and the sustainability of their approach.

As such, the fund is invested in listed companies that provide products or services on a subscription basis, thus promoting a more responsible economy. Launched in December 2019, the fund's assets amounted to $223 million at the end of 2021.

Natixis Assurances is also committed to limiting the consumption of resources: when it comes to insurance of multimedia devices, Natixis Assurances favors repairs to replacement whenever possible. In the event of a replacement, the policyholder is offered a refurbished device rather than a new refit.

At the beginning of 2021, Natixis Assurances began a project on the use of re-used parts, with the aim of increasing the rate of use, in conjunction with the networks of experts, garages and waste-recycling equipment.

7.3 Managing environmental, social and governance risks

Scope		2021	2020	2019
Corporate & Investment Banking	Number of transactions analyzed by the ESR Risk team	365	224	189
	Percentage of assets most exposed to climate transition risk	6.4% [(a)]	14.4% [(b)]	17.9% [(b)]
	Financing of the thermal coal sector	€369m [(c)]	€394m[(d)]	€118m [(e)]
	Financing of the oil and gas sector (exploration-production activities)	nc [(f)]	€5.8bn	nc
	Proportion of exposures to the oil & gas sector rated “brown” by the Green Weighting Factor methodology *(in% of sector outstandings)*	nc [(f)]	76%	nc
Asset Management	Investment in the coal sector	nc [(f)]	0.2% of assets under management (€1.04bn)	nc
	Investment in the fossil fuel sector	nc[(f)]	4.44% of assets under management (€23.2bn)	nc
Insurance	Investment in the coal sector	0.03% of assets (€20m)	0.07% of assets (€41m)	nc
	Investment in the fossil fuel sector	1.96% of assets (€1.13bn)	2.1% of assets (€1.25bn)	nc
Natixis	Number of sector policies published	4	4	4
	Number of employees trained in ESR risks in business lines and support functions	12,582[(i)]	1,240	nc
	Number of training hours delivered	3,481[(i)]	1,501	nc

(a) *Percentage of outstandings rated “Dark Brown” under the Green Weighting Factor methodology (excluding the financial sector, Global Markets and sovereign).*
(b) *Percentage of the total amount of RWA rated "Dark brown" under the Green Weighting Factor methodology.*
(c) *Amount of coal exposure taking into account non-dedicated corporate loans and project financing (project financing: €54 million for 2021).*
(d) *Amount of coal exposure taking into account non-dedicated corporate assets and project financing (project financing: €71 million for 2020).*
(e) *Amount of coal exposure taking into account project financing only.*
(f) *Will be disclosed in the TCFD 2022 report.*
(i) *Employees trained in ESR e-learning are taken into account. For general ESR training, the number of training hours delivered is calculated in proportion to the time dedicated to “ESR risks”.*

7.3.1 Incorporating ESG criteria in financing operations and investments

Environmental, Social and Governance (ESG) risks are factored into financing and investment activities as part of a global approach involving the business lines, the ESR Department and the control functions. The approach includes drafting and applying ESR policies in the most exposed sectors, determining excluded sectors, and assessing and monitoring ESG risks on transactions and counterparties using various tools and processes.

Implementation of ESR policies in sensitive sectors

ESR policies have been drawn up and included in the risk policies applied by the business lines working with the most sensitive sectors. These policies cover the following sectors:

Coal industries

From October 2015, Natixis undertook to stop financing coal-fired power plants and thermal coal mining around the world. It also undertook to no longer provide general-purpose corporate financing to companies for which coal-fired power plants or thermal coal mines account for over 25% of their activity, and no longer support companies developing new coal-fired power plants or thermal coal mines. Natixis will completely withdraw from thermal coal in the EU and OECD countries in 2030 and in the rest of the world in 2040. This commitment, which was the subject of a sectoral policy covering financing, advisory and Capital Markets activities and other products and services, was strengthened in June 2019, with Natixis extending its exclusion criteria to all infrastructure projects (ports, railways and any other infrastructure or facility) linked to thermal coal.

The sector policy also applies to investments made by Ostrum, for all its portfolios managed directly, and to Natixis Assurances, for all its general funds, Ostrum having supplemented its commitments in this sector with a dedicated policy published in early 2021. Mirova, for its part, excludes any investment in the fossil fuel sector.

At the end of 2021, Natixis had no outstanding financing exposure to thermal coal mining activities and only residual exposure to coal power plant and coal infrastructure financing.

Defense

Since March 2009, Natixis has prohibited financing, investment and offers of services to companies involved in manufacturing, storing or trading anti-personnel mines and cluster bombs. The sectoral policy published in 2018 and amended in 2020, available on the Natixis website, broadens the scope of the weapons subject to exclusion and sets precise criteria in the conditions for carrying out operations, in particular those relating to importing and exporting countries.

The policy also applies to investment operations undertaken by Natixis, Ostrum, and Natixis Assurances.

For Corporate & Investment Banking, Natixis introduced a new tool for analyzing and evaluating transactions in the Defense sector.

Tobacco

Since December 2017, Natixis has undertaken to cease all financing or investment in favor of tobacco producers, wholesalers and traders, as well as manufacturers of tobacco products, and published a detailed sector policy on the sector in 2018[1]. This policy applies to Natixis, Ostrum and Natixis Assurances' financing, investment and services activities.

Oil and gas

In December 2017, Natixis committed to stop providing financing for the exploration and production of oil sands and oil in the Arctic region.

In April 2021, Natixis published an oil and gas sector policy detailing the terms of its commitment worldwide, namely:

- to no longer finance the exploration and production of shale oil and gas projects;
- discontinue the financing of projects involving the exploration, production, transportation and storage of extra-heavy oil and oil derived from oil sands, and related export terminals;
- no longer provide general purpose corporate financing for, and no longer invest[2] in any company of which the aforementioned activities *(see above)* account for 25% or more of total operations;
- discontinue financing for onshore or offshore oil exploration and production projects in the Arctic.

This commitment to protect the Arctic upholds the position already adopted by Ostrum and Mirova, which, since 2016, have headed a group of investors having signed a declaration calling for the Arctic region to be protected against oil exploration activities, and for the adherence to national commitments to combat climate change in this particularly hydrocarbon-rich area of the world.

Other industries

Natixis has internal ESR policies for the nuclear, mining & metals, and palm oil sectors. These apply to financing operations and cover the following issues:

- nuclear: compliance with the strictest international security rules (IAEA, etc.), reliability of technologies, demonstration by the host country and the operator of their capacity to control and operate their nuclear industry, based on specific criteria;
- mining & metals: compliance with international mining industry standards as well as the E&S performance criteria of the IFC (World Bank), analysis of the traceability of trade flows and their acceptability (working conditions);
- palm oil: traceability and compliance with best practices and applicable standards.

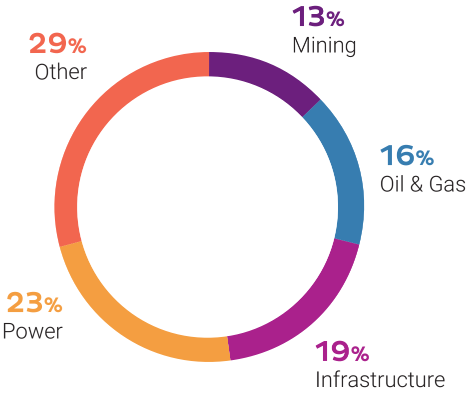
(1) https://www.natixis.com/natixis/en/tobacco-policy-rep_95634.html.
(2) This applies to all Natixis Assurances' investments.

Overview of financing transactions over the last three years

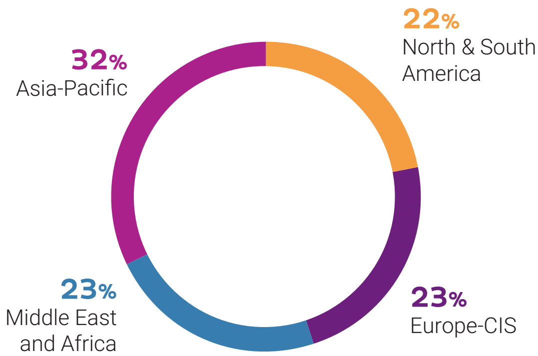
Managing environmental and social risks across Natixis' financing business lines involves analyzing clients and transactions to ensure they comply with its ESR policies and exclusion commitments, analyzing transactions according to the Equator Principles or other evaluation methods, and analyzing controversial issues that its clients may run into.

Over the last three years, 778 (including 365 in 2021) such transactions have been managed in this way, with the following sector breakdown:

Breakdown of the number of transactions reviewed by sector *(2019-2021)*



Breakdown of the number of transactions reviewed by geographic area *(2019-2021)*



Equator Principles

As a signatory of the Equator Principles since December 2010, Natixis applies an industry-wide methodology recognized by 127 member banks and financial institutions aimed at evaluating the E&S risks of the projects it finances and assessing the quality of the management systems used by its clients to manage, minimize, and remedy the impacts they cause as best they can.

This methodology applies to the financing of investments in new projects or the extension of existing projects. For Natixis it mainly concerns infrastructure, energy (oil, gas), electricity and renewable energy, and the mining and metals sectors around the world.

An organizational structure has been set up to involve both the business lines and the ESR Department in assessing and managing transactions. The process includes an assessment of the quality of existing E&S documentation prepared by the client (or client advisory services, if such documentation has not yet been drafted), the measurement and classification of the potential E&S impacts and risks, and, where necessary, the consultation of external specialists. It also provides for the drafting of an action plan for impact mitigation and correction measures, which is included in the financial documentation. Compliance with the action plan is monitored over the life of the financing facility.

Natixis' credit approval process includes a summary of key issues used to assess a project.

Details of the analysis and decision-making process, the resources used and full information on transactions audited in this way are available in the annual Equator Principles report (published before July 31 each year and available on the Natixis website[1]).

A new amended version (EP IV, dated July 2020) became effective on October 1, 2020. The new version extends the scope of application of the Principles and strengthens the conditions applied when assessing transactions, in particular in terms of human rights (especially the rights of indigenous communities) and physical and transition risks arising from climate risk. The teams were regularly informed.

Assessments performed beyond the scope of the Equator Principles

Mindful of the great diversity of client transactions and financing solutions, Natixis ensures the same level of vigilance on the underlying E&S risks of certain types of transactions outside the scope of the Equator Principles. These include acquisition financing transactions not associated with an investment program, financing that is, by nature, for multiple purposes, transactions involving portfolios of assets too large for a dedicated assessment, or certain kinds of assets.

In each of these cases, the quality of governance and management of the E&S risks inherent to the industry in question are assessed on the basis of current international best practices and standards, and the services of external consultants are called upon if necessary.

(1) https://www.natixis.com/natixis/jcms/ala_5415/en/environmental-and-social-risk-management

Analysis of reputational risk associated with involved parties

For all the financing transactions referred to above, and also when deemed necessary for any other transaction, an analysis is performed to determine whether the borrowing company, its operator or main shareholder has a history of poor management of its operations, from an environmental, social or health and safety standpoint.

In the interest of establishing lasting relations with its clients, the objective is to raise awareness among the business lines – before a credit decision is made – of all the situations that can give rise to reputational risk, and where necessary to consider appropriate measures. This analysis has become systematic since the implementation of the screening tool described below.

Environmental, social and governance (ESG) risk screening tool for corporate clients

To identify, assess and monitor the environmental, social and governance (ESG) risks of its corporate clients, Natixis has set up a complementary tool, ESR Screening.

This new system in place in all regions includes two levels of assessment integrated with existing risk management systems.

The first level ranks clients in a risk category based on the context in which they do business, the maturity of their ESR risk management system, any controversies to which they may be exposed and the type of business relationship they maintain with Natixis.

The second level performs an in-depth analysis of the most material ESG risks. The analysis focus on counterparties identified as being the most at risk and most often involves direct discussions with the client.

The system is integrated throughout client onboarding and loan approval processes to allow the systematic analysis of ESG risks. It involves the business lines, Compliance, and the Risk and ESR divisions.

The assessment process will gradually be applied to the portfolio of existing clients, taking into account the schedule for periodic renewals of financing authorizations.

7.3.2 Duty of vigilance

The French law on the duty of vigilance requires Natixis to prepare, publish and implement a duty of vigilance action plan containing measures that can identify and prevent the risks of violating human rights and basic freedoms, harming the environment, and endangering occupational health and safety, that are associated with the activities conducted by Natixis as well as its subsidiaries, subcontractors and suppliers.

Launched in 2017, the duty of vigilance project is overseen by Natixis' ESR Department and involves several other departments: Corporate & Investment Banking, Purchasing, Human Resources, Logistics, Compliance and Legal.

This vigilance plan covers Natixis employees in its own locations, as well as suppliers for the purchase of products and services. In addition, the procedures to be carried out as part of the bank's financing activities are strengthened each year.

Particular attention is paid to climate risks, as evidenced by the new strategic guidelines, operational measures and the TCFD reporting prepared by Natixis in 2021 *(see section 6.3.3)*.

Lastly, Natixis' Compliance Department has adapted the bank's whistleblowing system to take new regulations into account (including, in particular, the duty of vigilance, but also the Sapin II law).

Duty of vigilance in everyday operations

The environmental risks associated with Natixis' operations are discounted as its business is not liable to generate serious adverse impacts on the environment. Furthermore, the bank already applies strict environmental regulations in Europe and the United States, and has launched several initiatives to limit its impact on the environment (e.g. certified buildings, reduced use of resources, waste management, eco-friendly business travel, etc.).

Regarding **the risks incurred by Natixis employees and service providers in terms of human rights**, the decision was made to extend efforts in areas deemed most important in view of Natixis' businesses: working conditions, prevention of discrimination, and personal safety.

These issues are already strictly governed by a number of regulations in France (representing more than 65% of Natixis employees) including labor law, the personal and property safety policy, and the Professional Risk Assessment Document. Internally, numerous agreements have also been signed within the scope of Natixis France (relating in particular to remote working, employee savings schemes, profit-sharing and supplementary health guarantees).

Internationally, the working conditions of Natixis employees comply with or improve local regulations at the various sites under corporate governance. With regard to salaries, compensation surveys are regularly conducted to verify their competitiveness in their reference market.

Overall, maternity leave is more favorable than local regulations. In 2021 in France, beginning on July 1, paternity and childcare leave was increased from 11 to 25 days for a single birth and from 18 to 32 days for multiple births. Natixis has decided, in line with its actions in favor of parenthood and professional equality, to finance this leave in full. Internationally, it is planned to roll out a similar measure before the end of 2024, namely paternity and childcare leave (also called second parent leave in some countries) of a minimum of four weeks. This deployment will be decided by each of the entities and will be done in accordance with local regulations and in addition to them.

The safety and security of Natixis' employees and service providers are of vital importance. In 2019, the Security Department at Natixis in Paris rolled out solutions for all its offices focused on two major aspects: early warning and self-assessment.

Early warning systems are essential to be able to anticipate and respond quickly to risks and dangerous situations. To allow this, security managers can now access an early warning system on the internet that analyzes safety and security risks arising from geopolitical events.

The self-assessment and compliance system used for the past three years has been reviewed and rationalized. Its use was extended from France to all offices at the end of 2019. Travel safety around the world is enhanced through an application that brings together all travel agencies and offers training adapted to each trip. A global security unit is being developed to better coordinate actions and costs. The first two operational Committee Meetings with the various correspondents were held in 2021.

In addition, employee training topics are essential. An augmented reality course is in place to better immerse learners in risky situations and teach them the right reactions to have. It will be completed in 2022 by training in high-rise buildings in virtual reality.

Likewise, the protection of property and people relies on well-established practices. A building safety risk analysis is underway and training against malicious acts will be held in 2022. It relies on the use of innovative technologies with the gradual roll-out of telephone access badges and greater pooling of tools and processes.

Duty of vigilance in purchasing

In 2017, Natixis participated in a joint initiative involving several French Banking and Insurance companies and signed the Responsible Purchasing Charter. The aim of the charter is to encourage the suppliers of the signatory banks to implement duty of vigilance measures as part of their overall ESR approach. The charter sets a series of commitments that both parties are required to observe, based largely on the basic principles of the United Nations Global Compact in the areas of human rights, working conditions, the environment and anti-corruption[1].

Regarding the enforcement of the duty of vigilance law, Natixis and BPCE Procurement took part in a concerted effort in the banking and insurance sector to map out ESR risks in purchasing activities, involving three other banking groups. The map, which was delivered in June 2018, enables the following risks to be measured by country and by category of purchase:

Fair practices and ethics	Fraud and corruption
	Personal data protection
	Copyright and patents
Environment	Consumption of natural resources
	Pollution (air, water, ground)
	Biodiversity
	Carbon emissions
	Waste management
Human rights	Health and safety
	Working conditions
	Discrimination
	Forced labor and modern-day slavery
	Child labor

It maps out risks by drawing on the expertise of the chosen supplier for each purchasing category, in addition to statistics on each country, in accordance with recognized standards.

The mapping system identified 13 types of high ESR risk-type purchases from among more than 100 purchasing categories in the banking sector. These high risk purchases are to be the subject of targeted duty of vigilance measures:

Under the new consultation procedures conducted by BPCE Procurement in sensitive categories, suppliers are assessed on the basis of their ESR performance:

- the ESR questionnaire based on the risk map is sent to the supplier;
- the supplier must detail their action plan to deal with the identified ESR risks;
- BPCE Procurement/Natixis ESR together assess this response;
- the ESR grade is built into the supplier's overall grade;
- the supplier action plan must be implemented where ESR grade is below average;
- monitoring of the supplier's action plan.

The process applied since 2018 has made it possible to assess a first series of suppliers in sensitive categories. At the end of 2021, 69% of the purchasing categories concerned by the system had been assessed (servers, ATMs, bank cards, relationship marketing, furniture, vehicles, etc.) and other categories are being assessed.

BPCE Procurement has provided training to familiarize the procurement and ESR functions with the system, in the form of morning procurement meetings, classroom-based lessons and specific duty of vigilance e-learning courses. 100% of BPCE Procurement buyers responsible for these procurement categories have received training.

For purchases made directly by Natixis, an equivalent process was implemented in 2020 as part of the new Know Your Supplier procedure (KYS). For all purchases of more than €50 thousand in one of the thirteen sensitive categories, this process is now followed for purchases made in France and will be gradually rolled out to international platforms.

Managing risks in our financing activities

For several years now, Natixis has addressed the human rights and environmental risks incurred by some of its financing activities, most notably by applying the Equator Principles for project financing or specific policies for sensitive sectors.

In addition, the ESR Department has implemented with the business lines, the Compliance and Risk Departments a solution to identify, assess, and monitor corporate clients' environmental, social and governance (ESG) risks. The assessment process will gradually be applied to the portfolio of existing clients, taking into account the review schedule *(see Chapter [6.5.1])*.

Whistleblowing system

The whistleblowing system forms an integral part of Natixis' Code of Conduct and is based on a company-wide policy which sets the minimum standard to be applied throughout Natixis. It is accessible to any person holding a current employment contract with Natixis, as well as employees of external companies (Natixis suppliers or subcontractors).

(1) https://back.bpce-achats.fr/storage/documents/9YMh2ecdXFSrAUhMOp4SKfZWh64bfInkxPnW5izi.pdf (French only).

7.3.3 Climate risks

The environment and climate emergency is one of the biggest challenges facing the world's economies and every one of us. The financial sector can and must spearhead the ecological transition by channeling funds into a sustainable economy. As a provider of financial solutions, Natixis has a role to play in this movement.

As a financial institution and major economic player, Natixis is exposed to climate risk in the running of its operations and business activities. Taking this climate risk into consideration is crucial for Natixis in all its areas of business: Asset Management, Financing and investments, Insurance and Payments.

Aware of the challenges that climate change poses to the planet, society, its customers and its own business model, Natixis has implemented a series of measures to change its operational strategy.

2021 KEY EVENT

Publication of the first TCFD report

In October 2021, Natixis published its first climate report following the recommendations of the Task Force on Climate-Related Financial Disclosures. This report details the actions implemented to support the transition to a low-carbon economy and adaptation to the effects of climate change.

In this first TCFD report, Natixis is committed to ambitious objectives, such as reducing its financing of oil and gas exploration-production activities by 15% between 2020 and 2024, and arranging new financing of €9 billion on renewable energy over the same period.

https://www.natixis.com/natixis/fr/1er-rapport-tcfd-on-climate-lpaz5_133744.html

Climate risk mapping

Natixis has systematically identified and assessed the materiality of the impacts of climate-related risks. This exercise is based on Natixis' risk mapping and a qualitative assessment of the materiality of the impacts by the ESR and risk experts, in the short/medium term (< 5 years) and in the long term (5 to 30 years). The results of this work are presented in the TCFD report published in October 2021[1].

Integration of climate-related risks into the risk appetite framework

The categories "climate risk/transition risk" and "climate risk/physical risk" have been added to Natixis' risk inventory. The transition risk was considered material, including in the short term, given the potential reputational impacts, the risks related to changes in the regulatory and legal framework, and the strategic risk related to market changes in response to the climate transition. The physical risk is also considered material, in particular to take into account the increase in expected long-term impacts. As part of the risk appetite and the risk identification process, the assessment of the materiality of these risks will be reviewed annually and may be refined using new measurement methodologies.

In order to monitor the transition risk, an indicator reflecting the proportion of exposures rated "dark brown" by the Green Weighting Factor methodology was introduced as part of the risk appetite. In 2022 it will be subject to a quantitative limit.

Establishment of processes to identify, quantify and manage climate-related risks

Within the operational scope: As part of the operational risk management system, Natixis annually assesses its resilience to extreme climate risks (example scenarios: storms, heat waves, Seine floods, etc.) for its activities in France and internationally. The impacts of these scenarios are reflected in the measurement of a VaR (Value at Risk) taking into account external data, the quality of the BCP (Business Continuity Plan) and insurance policies.

Within Corporate & Investment Banking, Natixis has gradually deployed several tools to assess and manage its exposure. This approach will be strengthened in the coming years, in particular by completing the risk quantification and physical risk monitoring system.

- **Natixis has chosen to exclude from its financing and investment activities sub-sectors or borrowers that do not meet its appetite for climate-related risks.** Exclusion lists for the coal and oil and gas sectors have been implemented. *(see section 6.3.1)*.
- **Natixis assesses the effects of its transactions on the climate by assigning a climate rating either to the asset or project financed, or to the borrower in the case of general purpose financing.** This rating (or "Green Weighting Factor color rating") is derived from an estimate of the impact of the transaction on the climate and takes into account all significant environmental externalities, such as water use, pollution, waste and biodiversity. This proprietary tool systematically integrates transition risk into the bank's financing activities. Based on the Green Weighting Factor rating, an internal capital allocation mechanism links the amount of internal capital allocated to each transaction (analytical credit RWA) to its positive or negative impact on the climate and the environment. All loans with a green color rating receive a discount of up to 50% in their weighted assets, while the weighting of loans with a negative impact on the climate and the environment is increased by up to 24% *(see section 7.2.2)*.

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(1) *https://www.natixis.com/natixis/fr/1er-rapport-tcfd-sur-le-climat-lpaz5_133744.html.*

- **Since October 2020, Natixis has applied the fourth version of the Equator Principles (EP IV Amendment), which reinforces the integration of climate change in the environmental impact analysis of major projects** *(see section 6.5.1)*. The borrower is therefore required to: 1) assess the physical risks associated with climate change for most projects, 2) carry out an assessment of the risks of climate transition and an analysis of less gas-intensive greenhouse effect alternatives for projects with CO_2 equivalent emissions of at least 100,000 tons per year in total. Depending on the risks identified and the nature of the associated impacts, mitigation measures are requested from the client. They are covered by specific clauses in the financial documentation ("covenants").
- **In 2020/2021, Natixis deployed ESR Screening, a complementary tool to identify, assess and monitor the environmental, social and governance (ESG) risks of its corporate clients.** This tool makes it possible to identify the customers most at risk and analyze them in depth. Climate transition and physical risks are fully integrated into the system.

All of these tools are integrated into the processes and systems of Corporate & Investment Banking. In particular, they are used to provide qualitative analysis to the Credit Committee and to formulate an opinion on how climate risks affect the borrower's risk profile. They may result in a positive, conditional (contractual conditions, action plans, restrictions) or negative opinion. The primary objective is to engage in constructive dialogue with the highest-risk counterparties.

In Asset & Wealth Management activities: Natixis Investment Managers has identified climate-related risks as a major issue and seeks to strengthen its understanding in order to support sectors and companies working to promote the transition and invest in impactful projects.

A working group bringing together representatives of the federation and affiliates has been set up. It meets on a monthly basis and aims to promote the sharing of best practices. ESG criteria are integrated by the majority of affiliates in the investment and commitment processes *(see section 7.3.1)*. This practice is accompanied by numerous actions: deployment of training, development of methodologies, work on climate data and measurement of the carbon footprint of portfolios.

In insurance activities: Natixis Assurances' sustainable investment strategy takes into account the influence of climate change risks on its investments in order to manage them appropriately. The management of sustainability risks and the negative impacts of the Natixis Assurances portfolio is based on a sector-based, normative and best-in-class approach, representing the basis of its ESG commitment (tobacco, coal, controversial weapons, oil sands) and companies rated negative on sustainable development). In addition, through a selective ESG integration policy, Natixis Assurances aims to improve the ESG profile of its investments under management mandates and in dedicated funds.

The property & casualty insurance portfolio for individuals and professionals through its guarantees for home, car and professional multi-risk carries the risk of claims related to weather events. Analysis of the contract portfolio is carried out regularly to identify and measure risks, in particular those related to weather events (floods, drought, storms, etc.), to qualify their geographical distribution and to adapt the underwriting policy.

Performance of climate stress tests

Groupe BPCE and Natixis took part in:

- the ACPR 2020 climate pilot exercise based on a dynamic projection of the balance sheet by sector (20 sectors with a high climate issue) up to the year 2030, 2035, 2040 and 2050 in four geographical areas;
- an analysis of sensitivity to climate risks, led by the European Banking Authority in 2020, as part of the regular risk assessment of European Union banks.

The purpose of these voluntary exercises was to feed into discussions on the impacts of climate change in order to better integrate risk measures.

Groupe BPCE and Natixis are working on the first banking stress test of the European Central Bank (ECB) to assess the exposure of the financial sector to climate and environmental risks. The exercise will be carried out by the ECB between March and July 2022.

Participation in industry working groups

Given the evolving framework of knowledge related to climate risks and the availability of internal and external data, Natixis actively participates in numerous industry working groups and engages in discussions with regulators. Natixis was particularly invited to present its system for analyzing transition risk in its financing activities by the NGFS (Network for Greening the Financial System), which includes 45 central banks and banking sector supervisors.

7.3.4 Publication under the requirements of Article 8 of the Regulation establishing taxonomy 2020/852

The European taxonomy is a methodology for assessing a company's activities in relation to environmental objectives, and more specifically in its current version, climate change mitigation and adaptation.

For this first publication exercise, the objective is to identify the so-called "eligible" activities, i.e. products or services that can potentially (but not necessarily) contribute to mitigating or adapting to climate change. For financial institutions, a ratio measuring the balance sheet portion of assets eligible for taxonomy is to be published.

The Natixis publication is consolidated in Groupe BPCE's non-financial statement.

7.4 Managing our direct environmental impact

	2021	2020	2019
Energy consumption per workstation *(in kwh)*	2.43	2.14	2.47
Energy consumption from renewable sources in France *(in %)*	93	92	92
Consumption per workstation *(in kg)*	2.96	5.04	10.41
Distance traveled by plane *(in thousands of km)*	4,873	4,302	27,441
Percentage of electric and hybrid vehicles in the vehicle fleet *(in %)*	32	20	15
Carbon footprint *(tco_2eq/fte)*	7	7	7.92

In line with its policy of recognizing ESR in its business lines, for over 10 years, Natixis has actively reduced its direct impact on the environment related to its internal operations. These impacts are very significant given the Company's 17,000 employees and its numerous locations in France and internationally.

Reducing our direct impact on the environment is one of the levers of the next Natixis strategic plan for the protection of biodiversity and the fight against climate change, with the aim of reducing our carbon footprint per FTE by 20% between 2019 and 2024. This ambition is based on a target of a 40% reduction in energy consumption, a 30% reduction in air travel and a 10% reduction in the impact of digital technology.

This policy is broken down into seven themes: sustainable real estate, responsible digital technology, the promotion of sustainable mobility, resource management (energy and paper), responsible purchasing, waste management and revegetation.

7.4.1 Sustainable Real estate

The Natixis Workplace Department, as manager of the Company's buildings, oversees the implementation and monitoring of environmental certifications, the reduction of energy consumption and the energy supply of buildings, as well as their accessibility.

Natixis and its subsidiaries in France (with the exception of Financial investments and affiliates – *see scopes Chapter [7.8]*) represent **216,665 m²** of operating premises (compared to 242,494 m² in 2020) and **14,177 workstations** (compared to 16,162 in 2020). The real estate master plan contributes to the rationalization of the real estate portfolio and reduces our environmental impact. This rationalization is made possible by the implementation of the Flex Office and by the deployment of remote working for almost all employees.

Creation and monitoring of certifications

For the purpose of managing its buildings and offices, Natixis has chosen to occupy buildings whose design and operation guarantee optimal environmental performance.

We thus have **in France 11 certified buildings** (HQE Labels[1], BBC[2], HPE[3] or BREEAM[4]) representing an area of 101,662 m².

Internationally, Natixis also has numerous offices with environmental certifications, both in terms of construction and operation.

The Natixis head office building in New York benefits from the LEED gold level environmental label, and has improved its Energy Star score from 69 to 76.

In Madrid, Natixis occupies a BREEAM certified building. Natixis Frankfurt moved into a building with LEED Gold certification in August 2021[5]. A process was initiated by Natixis' offices in Porto to obtain BREEAM certification.

Natixis offices in Dubai obtained Gold level LEED & WELL certificates[6]. In addition, these offices are located in a LEED Platinum certified building.

Finally, in Hong Kong, the occupied building has been recognized for its environmental performance with numerous certifications: LEED Platinum for its construction and LEED Gold and WELL Gold for its operation.

(1) HQE: High Environmental Quality.
(2) BBC: Low Consumption Building.
(3) HPE: High Energy Performance.
(4) BREEAM: Building Research Establishment Environmental Assessment Method.
(5) LEED: Leader in Energy and Environmental Design.
(6) WELL: Building Standard framework for well-being in the workplace.

2021 KEY EVENT

The Duo towers project

Since the end of 2021, **Groupe BPCE is a tenant of the Tours Duo in Paris 13**, whose interior fittings will begin in January 2022. This new head office will house employees from Natixis and the BPCE community. Located close to the Seine, the two towers – 180 meters and 39 floors for DUO Est and 122 meters and 27 floors for DUO Ouest – cover more than 97,000 m^2 dedicated office space, and will accommodate more than 10,000 workstations.

The project was carried out with high standards in terms of well-being and respect for environmental issues.

DUO is the largest project registered in France benefiting for its construction from the **WELL Platinum** certification meeting the highest standards in terms of the comfort, health and well-being of users, and **LEED Platinum**, **HQE Exceptional** and **Effinergie+** labels demonstrating exceptional energy performance.

In addition, as part of the move into the Duo towers, BPCE and Natixis have initiated a process of **Osmoz certification of facilities,** a new quality of life at work certification.

7.4.2 Digital sustainability

The environmental and social impact of the information system is very significant particularly with regard to the entire life cycle of IT equipment on the environment. It leads to a decline in biodiversity, consumption of energy and natural resources, greenhouse gas emissions and pollution. For society, it is at the heart of the accessibility of services and the transformation of business lines.

As part of Natixis' Strategic Plan, responsible digital technology is one of the major challenges of the internal ESR component, with an **objective to reduce its carbon footprint by 10% by 2024**.

In line with the Responsible Digital Charter signed in June 2019, Natixis structures its Responsible Digital policy around the reduction of direct impacts (Green for IT), the responsible design of its "Green by Design" digital services, and the promotion of new sober and innovative solutions to serve Natixis' "Tech for Good" societal and environmental challenges.

7.4.2.1 Reducing the impact of digital technology: Green for IT

Control and optimize the growth of the IT infrastructure has been a major challenge for the Natixis Infrastructure Department for several years. The focus is on reducing the number of equipment and using equipment to its full potential. The use of technology such as virtual servers, resource overallocation and data compression means that infrastructure growth can now be absorbed without significantly increasing the number of devices required.

In 2021, for example, Natixis New York closed its dedicated data center of around 840 m^2 to the benefit of a more efficient data center of around 90 m^2 in a shared space, allowing it to reduce its impact in terms of equipment and energy.

Control the amount of equipment

In France, the number of multifunction printers was reduced by 11% between 2020 and 2021 and the number of individual printers was halved. Natixis Frankfurt also eliminated three-quarters of its printers in 2021, as did Natixis Porto, which now has only seven printers compared to eleven in 2020.

In addition, the reuse of IT equipment is systematically prioritized and implemented during new moves. There were 4,800 computer monitors reused for the installations on the Liberty 2 site, and 700 monitors were kept for the future needs of the Duo towers.

However, to support the deployment of remote working, 451 monitors were subsidized by Natixis in 2021 to equip employees at home.

Extend the useful life of equipment within Natixis

The other way to reduce the impact of IT is to extend the life of equipment. Thus, in France, smartphones are kept for 3 years instead of the initial 2 years, and laptops for 4 years instead of 3. Monitors are kept as long as they are functional.

Natixis Dubai has extended the warranty period for its laptops by 1 year, thus increasing the warranty period to four years, in order to promote their repair when possible, rather than buy them back. Also in New York and Porto, the useful life of laptops is extended by repairing them where possible (example: changing batteries when parts are available).

Promoting the reuse of Natixis equipment at the end of the cycle

Natixis France encourages the reuse of its equipment at the end of its life cycle, either by selling it to reuse channels via the Bocage workshops, or by making one-off donations directly to targeted associations.

As a result, in 2021, thanks to donations from Natixis, 1,196 devices (smartphones, monitors, laptops and desktops) could be reused or upgraded. At Natixis Dubai, more than one ton of electronic equipment was recycled.

Lastly, Natixis is involved in the European and global operations of **awareness** around digital waste. In March 2021, during **Cyber World Clean Up Day**, the participating employees freed up 91 GB of digital storage by deleting documents in their message boxes or directories, or applications on their phones.

During the **European Sustainable Development Weeks** in September 2021, collection boxes for mobile phones and waste electrical and electronic equipment were made available to employees in four Natixis buildings in Paris. Personal IT equipment was thus recovered to give it a second life or to upgrade its materials.

7.4.2.2 Responsible eco-design: **Green by Design**

The IT Department aims to be able to offer digital services that fulfill Natixis' social and environmental commitments while meeting its business lines' requirements. This involves, for example, designing infrastructures in an eco-responsible way without compromising safety. Or, for data, to ensure that what is needed is kept in mind, without losing sight of regulatory obligations.

In order to raise awareness and put in place concrete solutions on the subject of Ecodesign, a Green by Design community was initiated in January 2021 within Natixis.

Thus, **eco-design training** sessions on web solutions developed by an external organization (partner of the GreenIT collective) were offered from June to November 2021, and 18 employees with technical profiles were able to benefit from this training.

Lastly, a concrete application of eco-design was carried out with the digital sobriety audit on one of the Natixis solutions (intersavings website and mobile application). This audit detailed the areas for improvement which were then implemented. The application's environmental performance has thus been improved, confirming the effectiveness of certain best practices (the user experience has also been reduced by 11 seconds overall).

7.4.2.3 Digital technology for ESR: **Tech for Good**

This last part of Natixis' Responsible Digital policy aims to provide Natixis' business lines and its employees with digital services that have a positive impact on the environment and society.

In line with the aforementioned Responsible Digital Charter, Natixis has joined the Tech'Care initiative in March 2021. This platform aims to create momentum around players committed to eco-responsible digital technology (professional organizations, schools, competitiveness clusters, associations, foundations, think tanks) and to federate expertise to move from commitment to action. Workshops and webinars are regularly organized and led by digital and environmental experts on specific topics. Launched on October 8, the platform already has more than 290 signatories.

Tech for good has already given examples of concrete applications at Natixis: **measuring the impact of printed pages** *(see Chapter [7.4.4.1] "Paper: less and better")* and the tool for measuring the individual carbon footprint of employees at work **My Green Footprint** *(see Chapter [7.4.7] "Carbon footprint management")*. My Green Footprint has been eco-designed and is rated A according to the GreenIT Analysis.

In addition, Natixis has set up a tool to score its IT projects on an environmental level. This tool, the GPS-Green Project Scoring, offers each project leader a color on the environmental impact of their project. Initially, this involves raising the awareness of project leaders, via the various decision trees put in place.

In addition to these three pillars, Natixis has offered all its employees awareness-raising tools on the challenges and impacts of digital technology. **The Digital Fresco,** a fun, participative workshop in groups of eight people was added to the training catalog in France. Each month, an external expert from The Digital Fresco runs a workshop.

Lastly, Natixis contributes to Groupe BPCE's responsible digital sector by co-managing one of its five projects dedicated to the promotion of responsible digital technology and has, in particular, applied to the Group for the first edition of the Responsible Digital Awards.

2021 KEY EVENT

Groupe BPCE, winner of the Responsible Digital Awards

This distinction, obtained in the "Strategy for organizations and responsible digital technology" category, was awarded to the Group at the awards ceremony organized by the Institut du Numérique Responsable (Digital Sustainability Institute) in Bercy on December 16, 2021. This first edition aims to reward any initiative aimed at reducing the societal, economic and environmental footprint of digital technology.

For Natixis and Groupe BPCE, this is recognition of its actions and, in particular: the resources mobilized, the organization set up around its Digital sustainability business line, relations with its stakeholders, and the commitments made by Natixis and the Group to reduce the carbon footprint of its IT and improve the energy efficiency of its datacenters.

7.4.3 Promoting sustainable mobility

Mobility plan

In 2018, BPCE S.A. and Natixis implemented a three-year inter-company mobility plan. This plan, applicable to the Île-de-France scope, involved more than 20 Group companies and 26 buildings, representing 18,000 employees. It has made it possible to reduce or optimize employees' commuting and inter-site travel with the adoption of transport that has less impact on greenhouse gas emissions, air quality or noise pollution. Five other plans were also drawn up for the main French regions in which Natixis has offices.

In 2021, work began to establish a new inter-company mobility plan with an initial consultation of stakeholders.

In 2020 and 2021 remote working and inter-site travel were drastically reduced given the healthcare context and the deployment of remote working. Employees have also reviewed their transport habits to get to the office.

Support cycling

To support the rise of the bicycle compared to other modes of transport, Natixis continued to roll out **secure parking spaces for bicycles** in Île-de-France, with over **1,000 parking spaces**, available indoors or outdoors. Taking into account the changes in the building stock (several buildings vacated in 2021), the improvements for bicycles give a ratio of one parking space for 17 working positions in 2021 compared to one space for 53 working positions in 2018. In addition, Natixis has pooled all of the bicycle parking spaces in its buildings, which are now open to all employees, and locker rooms with showers and lockers are available at 13 of the Groupe BPCE and Natixis 17 occupied sites and many other facilities.

Internationally, the Frankfurt and New York platforms have also set up bicycle parks for employees.

In addition, at the end of the year, the Company offered bicycle overhaul workshops for cyclists in several buildings in the Paris region: more than 200 employees were able to have their bicycles overhauled.

Lastly, with the support of a specialized operator, in October 2020 Natixis set up a shared fleet of 15 self-service electric bicycles in three docking stations, enabling employees to cycle between different sites in Charenton-le-Pont and Paris 13. After one year of testing, the fleet had 217 registered users and 448 trips. The shared electric bicycle program has therefore been extended to include 30 bicycles and 24 terminals at the three sites concerned.

Encourage remote working and remote work to reduce travel

Even beyond the specific lockdown periods of 2020 and 2021 when remote work is in place, the deployment of remote working, which was already in place for the majority of employees in the Natixis Integrated scope in France, has accelerated: 87.1% of employees on permanent contracts had signed an amendment to remote working at the end of 2021 (compared to 79.4% at the end of 2020). On average, these employees worked remotely for seven days per month.

Facilitating the use of electric vehicles

Each year, Natixis continues to install electric recharging terminals in the car parks of its buildings. The number of spaces for electric vehicles amounted to 133 spaces in 2021 compared to 151 in 2020 and 117 in 2019. The number of places fell slightly in 2021 as several buildings were vacated during the year.

Support the use of public transport or soft transport

Natixis encourages its employees to use public transport, which is well established near its Île-de-France sites, and reimburses up to 60% of transport costs. Since 2018, Natixis has also reimbursed employee subscriptions to public bike-sharing services in full.

2021 KEY EVENT

Working group on parking policies

As part of the deployment of the Real Estate Master Plan, a steering Committee on the parking policy was set up in 2021. Its objective is to propose arrangements and rules of use corresponding to the parking needs for the various modes of transport (car, motorbike, bicycle, etc.) and to ESR issues.

This Committee worked on modal shift projections (changes in uses) observed in the mobility survey conducted in 2020, by proposing a ESR trajectory that will be taken into account in the development of future infrastructures.

Vehicle fleet

Natixis has **345 company** and service vehicles which traveled 5.3 million km in 2021 compared to 4.4 million km traveled in 2020, a decrease of 20%.

Under its **Car Policy**, Natixis selects more eco-friendly vehicles in terms of both CO_2 and particulate emissions. Thus, the share of **electric and plug-in hybrid** vehicles in the car fleet continued to increase in 2021 with a total of 105 vehicles, i.e. **32% in 2021** compared to 20% in 2020.

The average CO_2 emissions rate for the Natixis vehicle fleet was **105 g/km in** 2021.

In 2021, Porto has a new fleet of electric vehicles.

Business travel policy

In 2021, business travel by plane (+13%) and train (+24%) increased slightly compared to 2020, but the levels remain low compared to the baseline year 2019.

Business travel data *(in km)*	**2021**	2020	2019
Train (total)	2,665,983	2,157,105	7,853,749
Travel by air (total)	4,873,865	4,302,819	27,441,201
TRAVEL (TOTAL)	**7,539,848**	**6,459,924**	**35,294,950**

Natixis' business travel policy has set out rules ensuring the safety and comfort of employees during business trips, while contributing to the policy of optimizing costs and managing the environmental impact of these trips. This policy applies to Natixis and its subsidiaries, excluding Financial investments in France. The subsidiaries and branches abroad establish travel rules that are consistent with the Group's Worldwide Travel policy.

This notably includes rules on business travel that has an environmental impact:

- when a destination can be reached by both rail and air, trains are now compulsory for a number of destinations in France and Europe (depending on journey time);
- economy class is compulsory for domestic flights, flights between European countries and intercontinental flights of less than four hours;
- the use of taxis and the reimbursement of mileage expenses are governed by rules on specific use (approval by manager, exceptional circumstances). Natixis also prefers that its employees use green taxis (hybrid vehicles) for business travel.

7.4.4 Management of resources

The Workplace Department managing Natixis' Real Estate ensures optimum resource management by closely managing the various resources used: **energy** (electricity, heating and cooling utilities), **water** and **paper**.

Each building it manages has a budget for energy consumption, which is monitored on a monthly basis.

7.4.4.1 Energy: less and better

Reduction of energy consumption

The reduction in energy consumption of Natixis buildings has been a trend observed for more than 10 years. In 2015, Natixis signed a Paris Climate Action partnership with the City of Paris with an objective of a 30% reduction in the energy consumption of its buildings in the Paris region between 2010 and 2020. At the end of 2020, the decrease was 47%.

The reduction in energy consumption must now continue, particularly as part of the building master plan. It is now included in the Natixis strategic plan with the aim of **-40%** between 2019 and 2024.

In France, Natixis has optimized the energy consumption of its buildings for several years with the roll-out of various measures:

- the **Technical Building Management** system (BMS) to closely monitor the use of lighting, heating, cooling and air (automatic switching off of lights and air conditioning, optimization of heating and cooling consumption with better consideration of the outside temperature);
- a **re-lamping** policy with the use of LED light bulbs;
- installation of **motion sensor** lighting systems in common areas.

In addition, on eight pilot sites, in order to better monitor the electricity consumption of buildings, the Smart Impulse solution coupled with sensors makes it possible to distinguish the different consumptions related to IT, lighting, ventilation, and heating and cooling if produced by electricity. This monitoring makes it possible to highlight any deviations, and on this basis, the implementation of corrective actions.

In addition, the implementation of **cleaning during the day** was systematized in buildings to reduce the extent of use of the building and therefore its energy consumption. This environmental gain is accompanied by a societal gain for the employees of Natixis service providers, benefiting from a better quality of life through daytime working hours.

These different measures combined with awareness-raising and **employee engagement via a guide to green actions**, challenges and conferences make it possible to observe a downward trend in the energy consumption of buildings since 2010. In addition, as part of the profit-sharing agreement, Natixis and its subsidiaries in France offer a bonus to each employee if the objective of reducing energy consumption is collectively achieved.

The specific situation related to COVID-19 in 2020 and 2021 directly impacted the energy consumption of buildings:

- **an increase in consumption**: the legal obligation to constantly renew the air in air-conditioned buildings leads to the permanent operation of air renewal systems that were previously only triggered on an ad hoc basis. In addition, the continuous injection of outdoor air requires that the heating or air conditioning systems be operated to regulate the temperatures;
- **a reduction in consumption**: as employees have benefited greatly from remote working, the real estate portfolio has been rationalized (closure of certain buildings, adapted configuration of the remaining buildings), resulting in a reduction in the energy consumption of Natixis buildings. It should be noted that this decrease is qualified by the transfer of energy consumption to the homes of employees, which Natixis is unable to assess.

Scope: Natixis France.

Energy	2021	2020	2019
Energy consumption: electricity, heating and cooling of office buildings *(in mwh)*	34,512	34,556	39,345
Energy consumption per workstation *(in mwh)*	2.43	2.14	2.47
Energy consumption per m^2 of usable rented office space *(in mwh)*	0.16	0.14	0.16
Total heating oil consumption *(in m^3)*	7	10	11

In France, **energy consumption in 2021 is stable compared to 2020**, confirming the decrease of 12% compared to 2019, partly due to the return of certain buildings. In relation to the number of workstations, consumption increased by 14% compared to 2020, but compared to 2019, a year without a health crisis, consumption decreased slightly by 1.6%.

Internationally, the energy consumption of buildings occupied by Natixis is also managed to jointly contribute to the aforementioned 40% reduction target. The electricity, heating and cooling consumption of the main buildings has been consolidated.

Scope: Natixis international

Electricity consumption (in Mwh)	2021
EMEA	3,078
Americas	4,011
APAC	1,789

Internationally, many initiatives have also been put in place.

International platforms have implemented measures to improve the energy efficiency of their buildings by:

- lighting: use of presence detectors in Porto, Frankfurt, Kazakhstan and Milan; relamping in favor of LEDs or low-consumption light bulbs in Frankfurt, Istanbul, Kazakhstan and Moscow; Automatic switching off of lights in Madrid and Milan;
- the optimization of air conditioning and air renewal systems in Moscow and Kazakhstan;
- the installation in Porto of a natural cooling system to reduce the cooling needs of its datacenter;
- replacing printers in Dubai with more efficient Blue-Angel certified printers, saving 200 kWh per year.

2021 KEY EVENT

CUBE competition, sixth edition: Port and Bordeaux in smooth

Natixis is taking part for the third consecutive year in the **CUBE energy saving competition**, organized by the Institut Français de Performance Énergétique du Bâtiment, following two successful years (five awards in all).

Natixis Bordeaux has listed three of its buildings (Auriol, St Exupéry and Martillac) in the competition.

Natixis Porto, in the International category, relisted its offices after winning last year:

- the platinum medal for savings of more than 25%;
- the award for Best Communications for the mobilization of its employees and for its external communications.

Energy supply

In addition to its ambition to reduce energy consumption, Natixis' strategic plan has set the objective of a 100% renewable energy supply, both in France and internationally.

Natixis buildings in **London, Boston, Porto, Milan, Frankfurt** are now supplied **at 100% and, in France,** for its **almost all at 93%, by electricity from renewable energy sources**. In 2021, Porto and London joined Frankfurt and Milan, which had switched to renewable energy contracts in 2020. The other international platforms are mobilizing to gradually obtain electricity from renewable sources.

Apart from electricity, the main energies used are **cooling networks** and **hot urban**.

In France, the cooling network (ClimEspace) is generated 100% from renewable energy and the heating network (CPCU) is 50%.

Energy production

In France, several actions enable **self-consumption** energy for Natixis buildings.

In Paris, the **heat from the IT equipment** in the trading room is recovered to heat the *47 Quai building*. This allows heating autonomy for eight months out of the year, with the additional heating being provided by the district heating network.

In Charenton, **solar carpets** installed in the *Freedom 2* building are used to heat the building's domestic water.

In Kazakhstan, Natixis is participating in an on-site renewable energy production project with the installation of **solar panels** on the roof of the building's parking garage.

7.4.4.2 Paper: less and better

The commodity used the most at Natixis is **paper** (reams, envelopes, desktop publishing, internal and external printouts, etc.).

Internationally, the offices in New York, Madrid and Milan and Porto exclusively use **paper deriving from 100% recycled paper**.

Practically paper used by Natixis (**99%**) in **France** is **sustainable forest management-certified** (**FSC certification**[1]).

In addition, Natixis' offices in Dubai and Frankfurt no longer use **letterhead** since 2020.

Scope: Natixis France – letterhead paper and paper reams.

Paper	2021	2020	2019
Total paper consumption *(in metric tons)*	42	81	166
Consumption per workstation *(in kg)*	2.96	5.04	10.41

In France, paper consumption has practically been divided by four, with a decrease of more than 70% between 2019 and 2021.

Internationally the trends are identical. For example, Natixis Dubai reduced its printing by more than 30% in 2021, Natixis Porto by 60% in 2021 and by 88% compared to 2019.

In France, this decrease in internal paper consumption has been a trend observed for several years, following the introduction of multifunction card printers, the deployment of laptops, and the widespread use of the **remote working** and **awareness** actions with employees.

Natixis and its subsidiaries in France thus encourage their employees to limit their printing thanks to an **individual bonus** (additional profit-sharing) linked to a collective objective of reducing paper consumption. And since the end of 2019, a tool for measuring **printing footprint** was made available to all its employees, in France and internationally. Each employee can thus monitor the number of pages they print and are aware of the carbon impact caused by the use of ink, paper and printers related to their printing.

7.4.4.3 Water: decreasing consumption

In addition to the responsible management of energy and paper resources, an initiative has been initiated to reduce the **water consumption** of buildings. For example, water pressure reducers have been installed in all sanitary facilities in Porto. In addition, the two vegetable gardens in Porto and Charenton have been designed to use as little water as possible thanks to the use of innovative water-saving tank systems, the installation of oyas and rainwater collectors.

Scope: Natixis France – Drinking water consumption.

Drinking water	2021	2020	2019
Consumption *(in m^3)*	47,673	58,169	67,483

7.4.5 Developing green spaces

Consistent with the Objective 100 Hectares Charter signed with the City of Paris in 2017 Natixis is committed to:

- develop greening or urban agriculture projects as part of the operation of its existing buildings or its future locations in Paris;
- promoting eco-friendly green spaces in built-up areas, contributing to biodiversity and water management in Paris by banning the use of pesticides and saving water;
- sharing its knowledge of the subject with other partner companies, employees and project stakeholders.

In addition, the signing of the Act4Nature Charter in 2018 commits Natixis to preserving and promoting biodiversity in its business lines, as well as its direct impacts, and to raising awareness among its employees about this issue.

(1) FSC: Forest Stewardship Council.

2021 KEY EVENT

A fourth collaborative vegetable garden for Natixis

In the summer of 2021, Natixis Assurances inaugurated a fourth collaborative vegetable garden.

This garden was devised and designed by around twenty volunteer employees during co-design workshops. With a surface area of 30 m^2, it brings together 14 varieties of aromatic herbs, 20 tomato plants of 8 varieties, 12 summer vegetable plants, 18 fruit trees, etc. with planting in summer and autumn.

In this first year, eight participatory gardening workshops were held from September to December. Fifty employees were trained in permaculture techniques such as mulching the soil, respecting the seasons and combining vegetables. At Christmas, a naturopath/aromatherapist also spoke at a conference.

There are consequently four **collaborative vegetable gardens** in the Natixis buildings in Paris, Porto and Charenton-le-Pont, where employees can meet, garden and learn about urban agriculture and biodiversity. These productive green spaces have been designed to respect the principles of circularity and sustainability, drawing inspiration from permaculture. Thus, some of the biowaste from the Company canteen is used as compost, the plantations are organic, and the garden furniture comes from reuse. Every month, events are provided by external experts in urban agriculture. Open houses and the distribution of harvests made it possible to raise the awareness of employees other than the gardeners.

In the garden of the *Freedom 2* building in Charenton, a biodiversity assessment is carried out twice a year, and this, for the third consecutive year, to measure the biodiversity gains made possible by the creation of a pond, wild meadows, nesting boxes, insect hotels, diversified plantations, and a wildlife corridor. *Urbanescence,* specializing in urban biodiversity, studies the impact of these actions on flora, fauna and soil macrofauna. The diagnosis establishes a non-exhaustive list of the main species observed on site and formulates ecological issues for each type of space, proposing pro-biodiversity measures in the landscaping of the garden. The garden of the Charenton Liberté 2 building is intended to be both an ecological corridor and a micro nature reserve.

In Porto, the entire production of Natixis' collaborative vegetable garden was donated to local institutions. In 2021, 45 kg of vegetables were donated.

In Frankfurt, for several years, Natixis has been co-financing an **apple orchard** of heritage local species in the Hesse region. This area is a refuge for many animal and plant species, and feeds endangered birds, insects and wild bees. It thus contributes to the preservation of biodiversity in the region.

In addition to these gardens, Natixis has installed six **beehives** on the roofs of its Parisian buildings. These beehives allow the local production of **111 kg of honey** (i.e. 888 jars distributed to Natixis employees and customers) as well as raising employee awareness of biodiversity loss issues and pollination issues.

Lastly, in 2021, as was the case in 2020, employees of the network of ESR correspondents were made aware of the challenges of biodiversity through participatory workshops held in *The Biodiversity Fresco*.

7.4.6 Waste reduction and sorting

Natixis' waste reduction policy is based on the principle of the five Rs: refuse, reduce, reuse, return to the earth, recycle.

Waste reduction and reuse

Natixis is taking action to reduce the waste it generates. The Company is committed to a responsible approach called "Going from disposable to sustainable" with the aim of **removing all single-use items,** an objective set out in Natixis' new Strategic Plan for 2024.

In 2019, all **plastic and disposable cups** for water fountains were completely removed from buildings in France and internationally, saving 3.5 million cups per year.

The process continued in 2020 and 2021 with the elimination of **plastic water bottles** in Dubai, London, Frankfurt, Milan, Porto, Madrid, Moscow and on all Asian international platforms. In France, the phase-out is in progress and remains to be finalized.

Lastly, since 2021, always with the aim of reducing its waste at source, Natixis has been working to gradually replace its coffee machines using **disposable capsules** by coffee bean machines.

2021 KEY EVENT

Inspirational conference Family 0-waste (or almost): raise awareness of waste issues to reduce them!

In November 2021, on the occasion of the **European Week for Waste Reduction**, Jérémie Pichon, from Family 0-waste (or almost) came to share with humor his journey towards a life without waste (or almost) during a conference at Natixis.

In order to reach as many people as possible, the conference, which was held on site, was broadcast live in France and internationally thanks to simultaneous translation. The employees present were able to leave with one of the books of the Family 0-waste (or almost) to inspire them to reduce their waste, whether in their professional or personal life.

Reuse and recycling are also part of Natixis' strategy to reduce its waste. Since 2019, Natixis has been a member of the Circolab association to strengthen its commitment to the circular economy in real estate and construction. Old carpets and some furniture are recycled.

2021 KEY EVENT

Reuse of furniture

As part of the management of the Natixis real estate portfolio, a process of reusing and upgrading furniture has been undertaken.

Internal reuse is favored, particularly for the seats and desks which are massively reused as part of the new facilities. Furniture in good condition that cannot be used internally is donated to associations.

In 2021, with the emptying of three buildings, 52 tons of furniture were donated to 21 associations. End-of-life professional furniture is transported to a processing center for energy recovery or recycling.

Waste sorting

In France, waste sorting at Natixis is based on the following actions:

- sorting and recycling of paper, cardboard, plastic (bottles) and metal (cans) through centralized collection points in all buildings;
- collection and special disposal of used ink cartridges, batteries and fluorescent and neon tubes;
- sorting and recycling of plastic pens and office supplies.
- collection of aluminum coffee capsules set up in collaboration with the coffee supplier and the companies in charge of the collection in order to recycle them. It should be noted that the Natixis offices in New York also have systems for collecting coffee capsules for recycling;
- recovery and recycling of cigarette ends by specialized channels: Natixis Investment Manager France has renewed its contract with the *Cy-clope* for cigarette butt collectors near the *Éléments* building;
- collection and reuse or recycling of personal mobile phones or other electrical and eletronic personal items in four buildings.

Scope: Natixis France.

Volume of waste *(in tons)*	2021	2020	2019
Paper, envelopes and cardboard sorted	179	242	352
Other sorted IWD (plasti c, aluminum, etc.)	19	12	10
Unsorted DIB	195	266	689
Waste electrical and electronic equipment (WEEE)	14	11	10
TOTAL	**407**	**531**	**1,061**

The global amount of waste has decreased in the last three years while the part ot sorted waste has grown.

The overall volume of waste has been falling for three years, and the proportion of waste sorted is increasing.

The volume of waste sorted continued to decrease in 2021 compared to 2020, confirming the trend observed between 2019 and 2020, partly explained by a lower presence on site and a lower quantity of printing. Professional WEEE increased in 2021, due to the emptying of certain buildings.

In addition, Natixis sells its electrical and electronic equipment (including IT) to specialized reuse and recycling channels. Natixis Frankfurt transfers the profits from the resale of WEEE to environmental projects around the world.

7.4.7 Carbon footprint management

Every year, Natixis measures the carbon footprint for Natixis France.

Since 2021, in order to better take into account the new uses related to remote working, Natixis France's carbon footprint includes monitors subsidized by the Company and the additional energy costs for days worked remotely, linked to theoretical consumption at home.

Natixis France carbon footprint

Carbon footprint *(in metric tons of co_2 equivalent)*	**2021**	2020	2019
Energy	2,550	2,151	3,638
Procurement	45,971	51,095	58,003
Travel	6,057	4,977	9,557
Fixed assets	8,802	7,652	6,552
Other items	5,630	5,706	4,207
TOTAL	**69,009**	**71,581**	**81,957**
Tq CO_2 per person (FTE)	7	7	7.92

As health measures related to the COVID-19 health crisis had a strong impact on the carbon footprint, it is difficult to carry out a comparative analysis compared to the year 2019.

The carbon footprint per FTE remained stable between 2020 and 2021, with the following variations observed:

- a slight increase in the energy item due to the increase in consumption *(see Chapter [7.4.4.1])* and taking into account the energy consumption of remote working employees;
- a resumption of daily and business travel *(see Chapter [7.4.3])*;
- an increase in fixed assets given the adoption of a new methodology for IT fixed assets: in a "life cycle" approach, all equipment in the portfolio is recognized, even if it is depreciated in the accounts, and the equipment of subsidized employees' remote working is also taken into account;
- a decrease in purchases linked in particular to the review of emission factors in the Groupe BPCE impact calculation tool.

In addition, since 2019, on a French and international scope, Natixis Investment Managers and its distribution platforms have measured its carbon footprint related to its direct impacts every year, using the Greenhouse Gas Protocol (GHG) method.

It should be noted that this carbon footprint does not assess the impact of Natixis' business lines. However, an assessment of the climate impact and the temperature trajectory of the financing and investment vehicles offered by Natixis was carried out in certain business lines *(see Chapter [7.2.2])*.

Carbon emission reduction plans

Based on calculated carbon emissions, a carbon action plan has been implemented in three main areas:

- **buildings:** the rationalization of its real estate portfolio implemented as part of the real estate master plan reduces energy consumption (electricity, heating and cooling);
- **travel:** for commuting, Natixis promotes the use of public transport and active mobility, the widespread use of remote working supported by the use of robust and adapted digital tools. For business travel, priority to the train is defined in the travel policy;
- **IT:** managing the impact of digital technology through a responsible digital policy and actions.

Moreover, knowing that **agriculture** is responsible for 25% of greenhouse gases worldwide, Natixis is also committed to the food issue. Every day, a vegetarian dish is already offered to employees on the menu of the Company restaurant. To go further, Natixis and BPCE S.A. have included ambitious ESR criteria in order to continue to reduce the carbon footprint of meals (local products) as part of the calls for tenders for the corporate catering of the Tours DUO in Paris, from organic farming, in season, etc.).

Natixis Porto conducted a series of **workshops to raise awareness** of healthier and more environmentally friendly food. Around a hundred employees received boxes containing everything they needed to cook a complete vegan meal. The meals were organic, from local producers, and without plastic packaging.

2021 KEY EVENT

My Green Footprint: a measurement tool to support employees in their environmental transition!

Natixis has made an individual tool available to all its employees in France **measuring their environmental footprint at work**: My Green Footprint. Thanks to this tool, employees can quickly assess their carbon impact related to their uses at work (commuting, lunch, energy consumption, IT equipment) and through the simulation game and tips, obtain courses of action to reduce their impact.

My Green Footprint will be enhanced in the future with three new indicators: business travel, IT usage and waste. In addition, the roll-out to international platforms is underway, as is the opening up to Groupe BPCE entities.

Every year since 2016, Ostrum Asset Management has offset 100% of its direct carbon emissions through several external avoidance projects in partnership with Eco Act. This approach by avoiding emissions makes it possible to have a direct and immediate effect. For example, in Eritrea, the borehole rehabilitation project enables us to supply local populations with drinking water through the repair of boreholes. Families no longer have to burn firewood to purify water, which limits emissions from deforestation and combustion.

Lastly, Natixis contributes to the development of carbon sinks by financing Planète Urgence's Environment and Development program in Indonesia, which in 2021 made it possible to plant nearly 20,000 trees and raise awareness among local communities about mangrove preservation and local biodiversity. Similarly, in Porto, awareness-raising actions on reforestation were carried out with donations to employees of 54 native trees planted locally in Portuguese forests.

7.4.8 Responsible purchasing

The responsible purchasing policy is a strategic and operational lever for the implementation of the BPCE and Natixis ESR policy. The main objective of the policy is to promote more eco-friendly products and services that provide guarantees and added value at the social and societal levels.

Broader objectives are also pursued through this policy:

- assessing Natixis' suppliers using social and environmental responsibility criteria related to their products, services or industries;
- promoting official environmental certifications and eco-designed products;
- encouraging suppliers to be more transparent in describing the environmental characteristics of their products.

This policy is based on a number of tools, including a responsible purchasing framework, specifying the criteria applicable by category of products and services.

In this new version of the responsible purchasing framework, the ESR criteria have been reviewed in many purchasing categories, with the systematic search for options to replace the purchase of new equipment (internal reuse, purchase of refurbished equipment, etc.) and increased requirements for mandatory criteria (reference labels, respect for human rights).

These criteria were included in all purchases made for the work environment and offices program (furniture, works, catering, IT equipment, etc.) with a weighting of 20% of the ESR score in the selection of suppliers.

7.5 Human Resources management and employee commitment

Headcount

Natixis Worldwide headcount under contract

Breakdown by division	Natixis Worldwide 2021	2020	2019
Corporate & Investment Banking	3,525	3,617	3,676
Asset & Wealth Management	5,244	5,155	4,914
Insurance	2,193	2,058	2,033
Payments	1,243	1,143	1,061
Support departments and others	5,024	4,933	4,593
TOTAL, EXCLUDING FINANCIAL INVESTMENTS	**17,217**	**16,906**	**16,277**
Financial investments [(b)]	801	772	5,203
TOTAL NATIXIS WORLDWIDE	**18,018**	**17,678**	**21,480**

Regional breakdown *(in %)* (excluding Financial investments)	2021	2020	2019
France [(a)]	65.3%	66.6%	67.8%
EMEA	13.1%	11.9%	10.5%
Americas	16.4%	16.4%	16.7%
Asia-Pacific	5.2%	5.1%	5.0%

(a) Including French overseas departments and territories.
(b) Natixis Algérie.

*The 18,018 contracts in the Natixis Worldwide scope correspond to 17,401 FTE * (financial management figures).*

The breakdown by division of these 17,401 FTEs is as follows: Corporate & Investment Banking: 3,496, Asset & Wealth Management: 5,196, Insurance: 2,018, Payments: 1,178, Support departments and others: 4,724, Financial investments (Natixis Algérie): 789.

According to the financial management vision, the overall breakdown by activity of the 17,401 FTEs is as follows: Corporate Banking: 2481, Asset & Wealth Management: 5,196, Insurance: 2,018, Payments: 1,178, Functional and other departments: 5,739, Financial investments: 789 (Natixis Algeria).

Compared to headcount under contract, FTE headcount takes into account the rate of activity, consolidation rates of subsidiaries and excludes employees on long absences: occupational illness/accident of over 90 calendar days, leave of several months (maternity, sabbatical…), working-time account balance in the event of retirement or early retirement.

Headcount – staff under contract (managed scope)

The **managed scope** covers all of Natixis and its subsidiaries[1] around the world that apply its HR Policies. The indicators provided in Chapter [6.4.3] refer to this scope.

This workforce forms the basis of the HR indicators for ESR.

	Management scope					
	2021		2020		2019	
Breakdown by division	**Fr (a)**	**Intl**	Fr (a)	Intl	Fr (a)	Intl
Corporate & Investment Banking	1,222	1,935	1,341	1,948	1,415	1,968
Asset & Wealth Management	2,401	633	2,279	605	2,178	608
Insurance	2,129	64	1,995	63	1,974	59
Payments	747		690	-	682	-
Support departments and others	3,957	1,067	4,202	731	4,160	433
	10,456	**3,699**	**10,507**	**3,347**	**10,409**	**3,068**
	14,155		**13,854**		**13,477**	

Regional breakdown *(in %)*	**2021**	2020	2019
France (a)	73.9%	75.8%	77.2%
EMEA	14.9%	12.9%	11.2%
Americas	5.6%	5.8%	6.0%
Asia-Pacific	5.6%	5.5%	5.6%

(a) *Including French overseas departments and territories.*

Breakdown of headcount *(by number of contracts)*	France			EMEA			Americas			Asia-Pacific			Total Worldwide		
	2021	2020	2019	**2021**	2020	2019	**2021**	2020	2019	**2021**	2020	2019	**2021**	2020	2019
Headcount under contract	10,456	10,507	10,409	2,104	1,782	1,509	798	801	806	797	764	753	14,155	13,854	13,477
o/w permanent employment contracts *(as a%)*	97.3	97.5	97.6	97.8	98.0	97.7	100.0	100.0	100.0	96.7	97.9	98.7	97.5	97.7	97.8
Men *(as a%)*	49.1	50.2	50.3	63.1	65.9	67.4	65.5	65.5	65.9	54.5	54.3	53.9	52.4	53.4	53.4
Women *(as a%)*	50.9	49.8	49.7	36.9	34.1	32.6	34.5	34.5	34.1	45.5	45.7	46.1	47.6	46.6	46.6

Hires/departures (a)	France			EMEA			Americas			Asia-Pacific			Total Worldwide		
	2021	2020	2019	**2021**	2020	2019	**2021**	2020	2019	**2021**	2020	2019	**2021**	2020	2019
Total new hires	1,305	940	1,297	687	457	375	118	62	108	189	100	126	2,299	1,559	906
% Permanent employment contracts	63.5	60.3	68.9	91.3	92.1	89.3	100	100	100	88.9	90.0	95.2	75.8	73.1	76.4
Total departures	1,395	938	1,271	378	182	208	127	69	118	156	86	109	2,057	1,275	1,706
o/w resignations	209	159	221	265	111	126	106	42	64	130	63	85	710	375	426
o/w layoffs	121	145	151	58	34	42	14	14	11	13	15	16	206	208	220

(a) *Including transfers of the activities outside the managed scope. The conversion of fixed-term employment contracts to permanent employment contract are included under both new hires (permanent employment contracts) and departures (fixed-term employment contracts).*

Part-time	France			EMEA			Americas			Asia-Pacific			Total Worldwide		
	2021	2020	2019	**2021**	2020	2019	**2021**	2020	2019	**2021**	2020	2019	**2021**	2020	2019
Part-time workers as a% of headcount	9.0	9.2	10.1	2.9	3.9	3.8	0.4	0.4	0.1	0.1	0.1	0.1	7.1	7.5	8.3
o/w women *(in%)*	87.5	87.7	87.4	83.9	82.6	84.2	100	100	100	100	100	100	87.4	87.4	87.2

(a) *Excluding pre-retirees.*

(1) *Managed Scope means all Natixis and its subsidiaries** worldwide for which personal data is available in HR Information Systems, excluding Fintechs of the Payments division.*

*** Companies in which Natixis directly or indirectly holds at least a 50% interest.*

7.5.1 Human Resources and diversity management

In a context where changes are accelerating, Natixis' ambition is to strengthen the employee experience, to build an inclusive and efficient working environment, where everyone can develop their skills, be a player in the transformation and have a positive impact on its business and the world around it.

7.5.1.1 Developing the employability of employees and supporting the acquisition of new skills

In a constantly changing world, the ability to adapt makes all the difference. This is why, in 2021, Natixis largely deployed **Jobs in Motion**, a program to support the transformation of its business lines and skills and give its employees the opportunity to maintain their employability throughout their career.

This program has three objectives:

- develop internal mobility;
- give employees the opportunity to train for promising business lines; and
- anticipate the Company's skills needs.

Thanks to this program, the internal mobility rate increased by 20% between 2020 and 2021.

Develop mobility

To **boost internal mobility** as an essential lever to strengthen and adapt skills, Natixis has proposed a "mobility pact" with new rules of the game, clear and known to all, whether you are a manager, HR manager or employee; for example, mobility is encouraged every three years and everyone is free to apply for a new position whenever they wish.

Natixis has also invested in various support systems – speed job meetings with managers, online personality tests, mapping of promising business lines, mobility/CV workshops and annual forums, etc. More than 1,000 persons participated in these events proposed by the recruitment teams.

In order to identify the resources and skills that the Company will need in the coming years to achieve its development objectives, in 2021, Natixis continued to roll out its **SWP methodology** (Strategic Workforce Planning), a responsible approach to anticipating skills needs, both in terms of quality and quantity.

2021 KEY EVENT

Launch of the Jimmy platform

To support this new dynamic and change in the culture around skills, a new platform based on artificial intelligence and developed with the start-up Neobrain was launched in pilot mode with a sample of 4,000 people in the IT teams and HR. Entitled "**Jimmy**," it enables employees to self-assess their skills online, and to receive extended job and training offers according to their career paths and preferences. More than 80% of employees in the pilot have adopted this new tool in less than three months.

	France			Total Worldwide		
	2021	2020	2019	**2021**	2020	2019
Number of internal transfers (a)	1,053	808	860	1,216	860	967
Rate of job openings filled through internal transfers *(in%)* (b)	56.0	58.8	49.2	41.1	43.0	40.2
Internal transfer rate *(in%)* (c)	11.4	8.1	8.8	9.8	6.6	7.8

(a) *Mobility in the geographic area.*
(b) *Employee mobility rate for the geographic area.*
(c) *Incoming mobility in the geographic area with regard to all recruitment and inward mobility in the geographical area.*

Training for the business lines of the future

Natixis invests in its employees by training them for promising business lines and promotes their skills development in strategic areas, such as, for example, Tech, Data, UX design and ESR.

With the Step Up Academy, the internal university dedicated to the business lines of the future, Natixis aims to train more than 600 employees for a new occupation in a new business line by 2024.

In 2021, the Step Up Academy enabled nearly 200 employees to change their career path, thanks to customized training courses lasting three to nine months in their new position. Since its launch in 2020, nearly 300 people have been able to acquire essential skills for their future. One of the 70 programs started in 2021 with the Simplon School, a player in the Social and Solidarity Economy, to enable 11 employees – made up of 50% women – to move on to become IT developers.

To raise awareness of accessible positions through Step Up training, **Speed job meetings** were organized throughout 2021 with the various recruiting business lines to enable employees to interact with the managers of these business lines.

Develop lifelong learning

Natixis also implements an active training policy in order to meet the challenges of the transformation of business lines and to encourage the permanent adaptation of its employees' skills to regulatory, technological and economic changes.

With the objective of increasing the training hours of its employees by 20% by 2024, Natixis has developed a multi-modal offer with a large number of digital content accessible to all via a learning hub.

The overall approach to training, built in line with the ambitions of the 2024 strategic plan and forward-looking management of Assets and Skills, is based on five key objectives:

- **ensure the development of skills** which are necessary to support the transformations of business lines and support the employability of employees;
- **meet the challenges of digital transformation** and new ways of working;
- **develop leadership that empowers and support development** of the managerial role to support employee engagement;
- **enhancing English language skills** to further the Company's international growth;
- **facilitating employee mobility**.

In addition to regulatory compliance programs, the year 2021 was marked by very strong **development of on-line resources**, through the worldwide deployment of the **LinkedIn Learning platform**, including several thousand open access courses on business lines, technological and personal development topics.

Specific training courses have also been launched on topics central to the Company's strategic challenges, such as: **SRI finance** (via a mandatory e-learning course on ESR or modules run by experts from the Green Hub of Natixis Corporate & Investment Banking), **tech and data** (with, among other things, modules dedicated to senior executives at the beginning of 2020), language learning and even "**soft skills**."

Natixis responded to the need for distance learning and in 2021 won the **1st best digital learning system award** in response to the health crisis, for the Learning Days 2020 organized in a fully digital and international format. This prize, awarded by FEFAUR (Digital Learning consulting firm), each year highlights the best projects carried out by French companies in the field of digital learning.

Strengthening **employee experience** also includes face-to-face or hybrid training.

Training	2021
Number of employees trained	10,601
Number of training hours	214,405
% Hour of E-learning training	17.8%
Percentage of employees trained (a)	95.2%
Average number of training hours per employee	20.2
Number of employees having taken one or more training courses leading to a qualification	466

Breakdown of training hours by area	Ratio
Office and IT	11.3%
Languages	11.9%
General training	21.6%
▪ personal and professional efficiency, Human Resources	16.8%
▪ management	4.8%
Risks and regulations	15.5%
Business Line	23.8%
Training leading to a diploma/certificate	8.2%
Other	7.7%
TOTAL	**100.0%**

Consolidated figures as at 28/01/22, representing at least 90% of hours of training received during the year.

(a) Number of employees trained/workforce present or retired during the period in question.

The number of employees present for the period 2021 is 11,138.

2021 KEY EVENT

Inauguration of the Learning Village

Natixis inaugurated its first "**Learning Village",** a new learning space of 400 m^2, at its Charenton-le-Pont business unit. Entirely dedicated to learning, this space was above all designed as a place to live with its different neighborhoods: a village center, a reception and collaboration area, six training rooms, a video creation studio, etc. an auditorium and a relaxation room.

These new spaces are places where people can meet, share their skills, experience and experiment, and should enable them to develop in a number of ways and offer a new learning experience to employees of Natixis and the BPCE community.

7.5.1.2 Attracting, retaining and developing talent

Attract new talent

Supporting youth employment remained a priority for Natixis at the heart of the health crisis. Once again this year, Natixis welcomed more than 500 work-study students, 700 interns and more than 30 VIE students. Natixis also wanted to continue its policy of recruiting juniors, and renewed its commitment to recruit 50% of young people by 2024, as part of the new BPCE 2024 strategic plan.

2021 KEY EVENT

New programs dedicated to young talent

In 2021, Natixis Corporate & Investment Banking launched a new program "**Analysts and Associates 2021 Global Markets Talent Pool**" aiming to recruit and train 20 young talents in Capital Markets business lines. They joined a pool already made up of around twenty employees dedicated to Investment Banking.

Natixis Investment Managers has, for its part, successfully launched the **third edition of its Graduate Challenge**, opened for the first time to schools abroad. A unique opportunity for finance students from all over the world to try their hand at asset management by working with experts and, for some, to join Natixis teams afterwards.

Strengthen school relations

Very active with students, for many years Natixis developed special relationships with partner schools and has a significant presence on forums, in order to publicize opportunities in its various business lines. In 2021, Natixis took part in nearly 70 recruitment forums and events, mostly in digital. It also **renewed several key partnerships, with HEC and Polytechnique, for example, as part of the** Chair in Business Analytics and Future Banking, or with **school 42**, as part of its “lab 42” on digital business lines.

New initiatives, such as the creation of a workshop on “meaning at work” with HEC; the organization of a conference on “COVID liabilities and Young Generations” in partnership with Sciences Po Finances and Mines Nancy, and the participation of experts in the first edition of the “Talent For Good” fair in Paris also took place during the year.

Facilitate the integration of employees

In order to promote the successful integration of employees and enable them to appropriate the culture of Natixis, a program of workshops dedicated to the three cultural pillars of the "Purple Way" (sustainable impact, entrepreneurial spirit, collective intelligence) was set up in 2020. These workshops, offered to newcomers within six months of their arrival, are part of an overall program, including a first fully digitized pre-boarding phase; access to a chatbot to facilitate their search for information as well as integration surveys. Completed in the first and sixth months after joining the Company, they aim to measure satisfaction with taking up the position and to take corrective action if necessary.

2021 KEY EVENT

Talent Acquisition Hub meeting

Monthly induction points have been systematized between the recruitment teams of the **Talent Acquisition Hub** and Human Resources managers in the various business divisions to discuss the improvements made to the **integration pathway** and identify any problems.

Be recognized as an employer of choice

In 2021, Natixis was **awarded the Top Employer France label for the sixth consecutive year,** with a score of 92%. This label certifies the quality of the Company's HR and managerial practices and its commitment to providing a fulfilling working environment for its employees.

Another highlight is that Natixis is once again one of the top 25 French employers in 2021 **according to Glassdoor** and once more won the label **HappyTrainees**, awarded by **ChoosemyCompany** on the basis of the opinions of students who have completed an internship or work-study program in its teams (score of **4.08 out of 5** and a recommendation rate of **91.2%**).

In addition to the many communication actions on social networks and specialized job boards such as Jobteaser, aimed at supporting its "much more than just a job" pledge, in 2021 Natixis will continue its campaign on *making sens* through a new series of testimonials on the **Welcome to the jungle** platform dedicated to ESR and sustainable finance business lines, or by supporting an exclusive documentary on the future of work entitled "Work In Progress".

Developing talents

Developing talented employees is a priority of Natixis' HR strategy.

Natixis deploys a structured Talent Management system across all of its entities, which makes it possible to anticipate successions and contribute to the individual development plans of each employee, particularly through Talent reviews and Career Committees.

This system made it possible to define **succession plans** for all Executive Committee positions and most of the first leadership circle.

The "**Purple Academy**", the internal university dedicated to leadership development, offers programs to support leaders in the transformation of Natixis, promote the deployment of the leadership model and accelerate the development of leaders and talents.

Natixis also offers a **Women Sponsorship Program**, allowing the sponsorship of 15 female talents for one year by a member of the Senior Management Committee or the Executive Committee. The aim is to promote these employees in the Company and encourage them to take on greater responsibilities.

7.5.1.3 Strengthening commitment in a context of transformation and health crisis

In 2021, the Human Resources and Occupational Health teams continued to mobilize, through a dedicated commitment plan, to support employees and management in the face of the health crisis and changes in working methods.

In terms of health, many initiatives have been deployed to support employees in the face of the crisis: sustainable reinforcement of remote working (up to ten days per month), very regular communication of the health protocol and barrier actions (newsletter, dedicated sharepoint or billboard), possibility of being vaccinated and performing an antigen test on several sites, access to an online teleconsultation service and a psychological support unit (La Ligne).

In addition, to support the development of hybrid work, which represented a major change this year, employees were offered a wide range of solutions – workshops, webinars, practical guides, discussion meetings with their managers – to adapt their work practices and methods of operation, training in digital or collaborative tools or preserving their well-being and positive energy in this context.

Natixis also paid particular attention to leaders, through a specific system aimed at organizing the work of the teams, which has resulted in specific training modules such as "managing in an uncertain context" or practical kits for defining operating charters in hybrid mode.

The attention paid to the well-being of employees, in the health context of 2021, continued to be based on a listening system, "**YourPulse,**" based on short, rapid and anonymous surveys that enable employees to be quickly and regularly assessed on the basis of a few recurring or thematic questions.

2021 KEY EVENT

Continuation of Your Pulse surveys

Close to **200** "**Your Pulse**" **surveys** were carried out between 2020 and 2021 to monitor team morale and implement corrective actions. This system was supplemented by a **global survey on quality of life at work**, whose results made it possible to consolidate and adjust the commitment plan.

Building sustainable employer-employee communications

At a time when the Company and its business lines must cope with constant changes in terms of regulations, technology, organization and skills, Natixis is committed to developing constructive, high-quality employer-employee communications with its employee representatives.

Several collective negotiations carried out in recent years bear witness to this desire to build a Group-wide employment framework for the various Natixis entities in France, which today is based on:

- a homogeneous framework for the Social and Economic Committee (CSE);
- compensation measures, through a single Natixis Employee Savings Plan, a supplementary collective pension plan (Percol), a profit-sharing mechanism, and consistent salary measures;
- measures to strengthen the deployment of remote working (introduction of new remote working formats and access to an equipment platform with partial subsidy from the employer);
- the same complementary healthcare insurance for all Natixis France employees;
- measures to address employees with disabilities, including a Group-wide policy covering the professional integration and retention of employees with disabilities, and an allocation for children with disabilities.

With regard to the management of talent and skills, a BPCE forward-looking employment and skills management agreement, applicable to Natixis, defines internal mobility and career management systems and commitments to promote the integration of young people and the retention of older employees, as well as measures relating to the career paths of employee representatives and their career development.

Thus, in 2021, seven agreements or amendments applicable to the scope of Natixis Intégrée in France were signed:

Agreement Natixis Integrated France 2021	Signing date
Natixis Integrated salary agreement for the year 2021	21/1/2021
Group profit-sharing agreement for Natixis employees included in the results of fiscal year 2021	25/06/2021
Amendment to the Natixis Integrated agreement on remote working	09/07/2021
Amendment No. 4 to the Natixis Group PERCO relating to the transformation of the Natixis Group into PERCOL	24/02/2021
Amendment No. 6 to the Natixis Employee Savings Plan of August 5, 2011	24/02/2021
Amendment No. 7 to the Natixis Employee Savings Plan of August 5, 2011	21/10/2021
Amendment No. 2 to the Natixis collective agreement relating to the “reimbursement of healthcare costs” of October 19, 2017	04/10/2021

In addition to these global Natixis agreements, several agreements were signed in 2021 within Natixis’ French companies, including for Natixis S.A. an agreement on the profit-sharing of NSA employees in the Company’s results.

7.5.1.4 Supporting new ways of working and management in a hybrid environment

Alongside BPCE, in 2020 Natixis launched a “WELL” program based on two pillars:

- **new working environments** (offices, real estate, infrastructure); and
- **new ways of working** (flex office, remote working, etc.).

It is part of the new real estate master plan in Île-de-France, around three divisions, **Charenton, Austerlitz and the Tours Duo**, and aims to improve both collective efficiency and the employee experience.

2021 KEY EVENTS

Extension of remote working

To meet the new expectations of employees in terms of flexibility and work/life balance, Natixis signed **an amendment to its remote working agreement** (allowing remote working for up to ten days per month, providing for equipment financing aid, etc.).

Support actions managers and employees support the teams in the transition **towards a hybrid way of working**, by developing the practice and use of collaborative methods and tools in all business lines, as well as by launching a training and awareness program on new managerial positions and practices.

7.5.1.5 Building an inclusive working environment

Natixis has set itself the goal of building a respectful and inclusive work environment that capitalizes on the diversity of its employees and allows everyone to be heard, valued and have an impact. This ambition is driven by an approach that is both global and local, systemic and managed.

Natixis has made commitments for all of its business lines. Diversity and inclusion drive recruitment, talent management and performance evaluation practices. Progress objectives have been defined and governance bodies have been put in place to continue making progress.

Fight against stereotypes and prejudices

Since September 2021, a global leadership awareness program on inclusive leadership has been launched.

This approach is supplemented by regular awareness-raising actions. Thus, on the occasion of May 21 (International Day of Interculturality) an internal communication campaign entitled “Let’s be the change” was launched allowing certain managers and employees to speak out on inclusion and its challenges in order to address the issue for Natixis.

Gender equality and professional gender equality

For several years, Natixis has set up a **proactive diversity policy** around three main areas:

- the representation of women in the most gendered business lines;
- access to positions of responsibility;
- equal pay.

This is what enables Natixis S.A. (which has more than 5,000 employees in France) to further improve its professional equality index, with a score of **86 points** (vs. 84).

A commitment has been made to have at least 40% of women in all leadership circles, 50% of juniors in new recruitments, increasing the proportion of international profiles in leadership circles and training all leaders in inclusive leadership, all by 2024 and thereby anticipating the obligations set by Rixain Law No. 2021-1774 of December 24, 2021 with regard to governing body quotas.

2021 KEY EVENT

Natixis' position in the ranking of women in the SBF 120

The actions taken in this direction were reflected in the results of the **8th Ranking of the number of women in the governing bodies of the SBF120**: Natixis remains the top bank on the list and has made good progress by placing itself at **10th place** versus 30th in 2019.

This annual ranking examines the percentage of women in the top 120 listed French companies, taking into account the place of women in their governing bodies. This increase illustrates Natixis' commitment to working towards real equality between women and men, promoting access to leadership positions and building an inclusive working environment.

In 2021 Natixis set up the **Champion for change program** for IT business lines, and participated in the **3rd Edition of Women & Girls in Tech.**

Presence of women in the headcount	France			EMEA			Americas			Asia-Pacific			Total Worldwide		
	2021	2020	2019	**2021**	2020	2019	**2021**	2020	2019	**2021**	2020	2019	**2021**	2020	2019
% of women in the workforce	50.9	49.8	49.7	36.9	34.1	32.6	34.3	34.5	34.1	45.5	45.7	46.1	47.6	46.6	46.6
% of women in the extended leadership circle (Purple Leaders)	34.1	33.7	32.2	26.8	22.2	16.3	27.9	24.5	20.4	32.3	28.1	19.4	32.9	31.8	29.6
% of women in the leadership circle (Global Leaders)	28.5	29.4	27.8	28.6	16.7	0.0	77.8	66.7	60.0	16.7	20.0	0.0	31.0	30.3	26.9
% of women on the Executive Committee	28.9	26.3	25.6	0.0	0.0	0.0		100.0	100.0	nc	nc	nc	28.9	27.5	26.7
% of women in SMC (Senior Management Committee)	33.3	36.4	30.0												

In terms of governance, it should be noted that Natixis has seven women out of fifteen members on its Board of Directors.

	France		
	2021	2020	2019
Percentage of women among management level staff	45.1	43.6	44.6
Percentage of women among employees receiving promotions	54.3	56.4	57.5
Percentage of women among employees granted individual pay increases	57.2	59.2	57.5
Percentage of women among employees who received training	50.6	49.5	49.5

Professional equality also involves the prevention of sexist acts and sexual harassment. The creation of a dedicated and trained network, the creation of a page on the Intranet and the awareness-raising actions rolled out over the last two years on International Women's Rights Day all help in this direction.

Natixis management supports the **Winn network** (Women in Natixis Network) which aims to promote gender diversity in Natixis management in France and internationally. This association is open to men, and is sponsored by Nicolas Namias, Natixis Chief Executive Officer.

Concerned about the diversity and inclusion of all its talents, Natixis signed **the Autres Cercle Charter in June 2021,** participated, for the second consecutive year, at the **Tetu Connect** forum, dedicated to the entry into the workforce of young LGBT people, and also supports the All Equals network, Natixis' LGBT+ network.

Disability: integration & job retention

Natixis has been committed for over 10 years to the employment of people with disabilities. Dedicated training and specific support are offered by the disability mission, which relies on a network of 15 disability officers. During the lockdown period, the technical arrangements of the workstations were automatically duplicated in the employees' homes. When they returned to the site, inclusive masks were offered to teams with employees who lip-read.

2021 KEY EVENT

New IT training partnership

An innovative program was launched with the Simplon School and EA DSI (an adapted and socially responsible company) to train 15 people with disabilities who are isolated from the labor market to be trained in IT professions.

Lastly, each year, Natixis raises awareness among its employees through the **Handi'days during the European week for the employment of people with disabilities** (Disability awareness through Role Reversal – Handi'days 2020 & 2021). Natixis also took part in several specialized job forums such as Hello Handicap, Paris pouremploi and the TH ESSEC forum.

7.5.1.6 Compensation policy

Natixis' compensation policy is structured in such a way as to promote employee engagement over the long term and increase the Company's employer appeal, while discouraging excessive risk-taking. Each year, Natixis conducts a study comparing its compensation levels to the external market in a bid to remain competitive.

The compensation policy strictly complies with regulations in Natixis' countries and sectors of operation, including the CRD V, the French law on the separation and regulation of banking activities, AIFMD, UCITS, MiFID, IDD and Solvency.

It also meets transparency requirements vis-à-vis its external stakeholders, such as the ACPR, the ECB and the AMF, but also internal stakeholders.

A compensation logbook gives Natixis employees in France an individualized view of their salary, additional forms of compensation, social security coverage, and Employee Savings Plan for the previous year.

The compensation policy is centered on three components and reflects both individual and collective performance:

Fixed compensation reflects, at the individual level, the skills, responsibilities and expertise expected for a position, as well as the role and importance of duties in the organization.

Variable compensation is granted where applicable, based on the achievement of individual and collective targets. Pursuant to the various regulations in force, and to encourage performance over the long term, a significant portion of variable compensation granted to employees identified as risk-takers in the meaning of CRD may be deferred (from 40% to 60% for the highest amounts).

Natixis also encourages its employees in France to contribute to collective performance via incentives, profit-sharing and employee savings mechanisms (employee savings plan and collective pension plan).

The compensation policy also incorporates the fundamental objectives pursued by Natixis in terms of equality in the workplace and non-discrimination. To this end, in its latest agreement on gender equality in the workplace, Natixis S.A. renewed its commitments to equal compensation between men and women by allocating a specific annual budget of 0.20% of fixed salaries in order to remove the fixed compensation gaps identified and not justified between men and women, and launched new measures to improve efforts to decrease the wage gap between men and women.

Natixis also places great importance on the compensation of senior and junior employees.

Information on the compensation policy, especially for employee categories whose professional activities have a significant impact on Natixis' risk profile, is set out in the annual report on compensation policies and practices published each year before the General Shareholders' Meeting.

ESR criteria are factored into Natixis' compensation policy through:

- the inclusion of Natixis' ESR strategy when determining the Chief Executive Officer's variable annual compensation;
- the inclusion of ESR criteria (paper and energy consumption) in Natixis' profit-sharing agreement;
- the inclusion of additional specific ESR goals in certain Natixis subsidiary incentive schemes;
- the open-ended funds of the PES and PER Collective Employee Savings Plans labeled SRI or incorporating ESG criteria.

Management scope France	2021	2020	2019
Average gross annual compensation of staff under permanent employment contracts [a] (excl. profit-sharing, incentives and employer contributions to the Company savings plan) *(in thousands of euros)*	88.5	88.4	89.7 [b]
Average profit-sharing bonus *(in thousands of euros)*	2.0	2.8 [b]	2.8 [c]
Average incentive bonus *(in thousands of euros)*	4.9	5.0 [b]	5.6 [c]
Average gross employer contribution paid in respect of the Company savings plan (PEE) and the collective pension plan (PERCO) *(in thousands of euros)*	3.3	3.2 [b]	3.3 [c]

Note: The overall contribution amount paid in 2021 totaled €36.64 million (€35.76 million in 2020 and €38.67 million in 2019).

(a) *Average gross annual compensation is calculated based on full-time permanent employees.*
(b) *Excluding Specialized Financial Services division (SFS), disposed on 01/04/2019.*
(c) *Including the Specialized Financial Services (SFS) division.*

	France		
Accounting consolidation scope[(a)]	2021	2020	2019
Profit-sharing bonuses *(in millions of euros)*	23.6	35.3	41.5
Incentive bonuses *(in millions of euros)*	59.0	63.8	82.9

(a) On the accounting consolidation scope: mandatory employee profit-sharing totaled €43.0 million in 2021, €35.1 million in 2020, and €40.1 million in 2019; incentive schemes totaled €95.3 million in 2021 (IFRS 5), €80.3 million in 2020, and €96.3 million in 2019.

N.B. Total payroll costs (wages and salaries, profit-sharing and incentive schemes) are also reported in Chapter [7.6] "Operating expenses".

7.5.2 Employee engagement

7.5.2.1 ESR Awareness

Natixis intends to mobilize its teams around major ESR issues such as the fight against climate change, the protection of biodiversity and the development of solidarity projects. It is by mobilizing our business lines that we are also taking action to reduce our direct environmental footprint. Numerous awareness-raising actions are launched each year to provide a better understanding of the Company's ESR strategy and encourage support for the projects.

Networks of committed employees

The ESR Department and its network of correspondents rely on communities of volunteer employees who wish to contribute to the management of change in the Company and to share best practices on sustainable development issues internally. They participate in various communities created on the internal social network (and in particular the ESR yammer) to share their achievements, projects and ideas on environmental protection, cycling, zero waste, diversity and social inclusion, etc.).

It should be noted that in 2021, Natixis IM developed the LEAFS network (Employee Resources Group Focus on Environment), which has around 30 members spread across the United States, the United Kingdom and France.

Training offer

Natixis offers its employees a wide range of training courses in the various areas of ESR. In March 2021, a dedicated "Sustainability Training" page was created on the internal HR training portal, which brings together the Company's existing resources to understand the challenges of ESR and sustainable finance and master the tools in place at Natixis: face-to-face training, e-learning, videos, reports, etc.

Built with the Natixis business lines and functions to guide employees who wish to learn about these topics, this page is regularly updated with new resources in this area.

In addition to this training portal for all, several Natixis subsidiaries offer their employees specific training courses directly related to their profession; this is the case, for example, for Ostrum AM, which, after a first wave of training in 2020 on ESG issues in the asset management profession, trained all its employees in the challenges of biodiversity for the finance and asset management.

2021 KEY EVENT

Launch of a mandatory training: ESR e-learning

To support the launch of the new strategic plan, Natixis has rolled out a mandatory e-learning program on corporate environmental and social responsibility. This training is intended for all employees in France and abroad and aims to:

- provide information on the impacts of human activity on the ecosystem;
- to better understand the expectations of stakeholders vis-à-vis the Company;
- to explore the actions implemented in terms of sustainable finance and ESR at Natixis in its various business lines and functions.

At the end of 2021, more than 12,000 employees had completed this online course.

Weeks dedicated to sustainable development

For many years, Natixis has been participating in the various flagship ESR events: European Sustainable Development Week (SEDD), European Mobility Week (SEM) and European Week for Waste Reduction (SERD). These actions are deployed in France and internationally.

In 2021, more than 20 events were offered to employees during these themed weeks, in several formats such as conferences and webinars, awareness-raising workshops on zero waste, ESG risks, and training sessions, training on the climate, biodiversity, responsible digital technology, bicycle repair workshops and open days to discover the Company's collaborative vegetable gardens. These events, spread over four weeks, brought together more than 1,200 participants.

7.5.2.2 Commitments to solidarity-related projects

Natixis is involved in many solidarity projects by supporting the mobilization of its employees, who are increasingly willing to get involved in meaningful and useful projects for society.

Several schemes are offered in the Company in France and abroad, in partnership with numerous non-profit organizations (NGOs, local associations) to allow the involvement of each person according to their availability and their commitment wishes.

Since 2013, Natixis has allowed its employees to take humanitarian leave (Congé Solidaire®) to support the non-profit association Planète Urgence. The missions concern the protection of biodiversity, socio-educational support for young people and the reinforcement of the skills of adults in various fields. As part of the health crisis, missions were offered in France or remotely. More than 150 missions have been supported since the beginning.

In addition, for the first time in 2021, Natixis supported the "Environment and Development" program implemented by Planète Urgence in Indonesia, aimed at restoring a mangrove ecosystem and preserving biodiversity (with a particular focus on the Java rhinoceros). Thanks to the financing provided by Natixis, nearly 20,000 trees have been planted and local populations have been made aware of the importance of preserving the mangrove and the Java rhinoceros.

Since 2019, Natixis has offered its employees in France a simple and participative generosity scheme: payroll ROUNDING. It enables them to support one of the five selected associations that receive salary donations. The monthly microdon is deducted directly from the pay slip and Natixis doubles the amount of employee donations. Two years after its launch, nearly €150,000, including the Company's contribution, were paid to the five beneficiary associations.

Other actions are regularly organized for employees such as solidarity races (e.g. Odyssea, Course du Cœur) or collection of objects on behalf of the most disadvantaged (e.g. collection of toys for the Rejoué association).

Lastly, several mentoring or sponsorship schemes are offered to support the education and integration of young people. For example, Natixis Investment Managers has a partnership with the Sport dans la Ville association, Ostrum AM with the Vox Populi association, and since 2011, Natixis has supported the association Nos Quartiers ont du Talent (NQT).

Natixis Foundation

In 2020, Natixis Foundation – corporate foundation was created. Its aim is to facilitate the commitment of all Natixis employees to a fair transition. Natixis Foundation will thus support projects and actions of general interest that come under both environmental protection and solidarity, with a goal of lasting impact.

In 2021 Natixis Foundation defined three priority areas of action: the professional integration of young people and education, the circular economy and biodiversity. In its first year of operation, Natixis Foundation paid particular attention to selecting and implementing regional actions or projects, in France and abroad, with the support of Natixis employees. They got involved by proposing actions as part of the foundation's first call for employee projects, voting for projects, and co-constructing them.

Natixis Foundation supports the professional integration of young people through biodiversity protection missions, in partnership with the Unis-Cité association; helping the most disadvantaged by combating food waste, in partnership with the associations Linkee and Banco Alimentare; helping people in professional reintegration through the renovation of toys, in partnership with the association Rejoué, improving the quality of biodiversity, respectively in rural and mountain areas, in partnership with the Terre de Relations Foundation and with the Mountain Wilderness France association.

In line with the health challenges related to the COVID-19 crisis, two projects were selected by employees and are supported by the foundation: improving healthcare conditions in four rural African villages through equipment producing water and solar energy, in partnership with the NGO Électriciens Sans Frontières, and the construction and rehabilitation of wells in rural communities in Liberia, in partnership with the NGO Action contre la Faim. In fact, access to water improves hygiene conditions and practices (including barrier gestures) in rural communities and promotes the development of local agriculture.

Lastly, two projects were selected by the employees and are supported by the foundation: the construction and rehabilitation of water wells in rural communities in Liberia in partnership with the NGO Action contre la Faim and the improvement of care conditions in four rural African villages thanks to solar energy equipment, in partnership with the NGO Électriciens Sans Frontières.

Solidarity week

In December 2021, the Company organized for the first time a global week dedicated to solidarity engagement with its employees all over the world. Numerous initiatives were organized at the same time in the United States, the United Kingdom, Portugal, Italy, Hong Kong, the United Arab Emirates and France. Natixis employees were able to mobilize for causes such as the fight against exclusion, protection of the environment, support for education and young people, and support for health and people with disabilities.

2021 KEY EVENT

Natixis Solidarity Days

On the occasion of Solidarity Week, Natixis has set up a pilot solidarity day, organized during working hours and addressed to all employees in France. Nearly 100 employees spent a day in a charitable organization, in contact with vulnerable or isolated people, to organize various workshops (painting, cooking, eco-construction of furniture, self-esteem). In total, seven associations were supported in Ile-de-France, an estimated 690 hours of volunteering and more than 700 direct and indirect beneficiaries.

International solidarity

In all its international offices, Natixis establishes partnerships with general-interest associations and mobilizes employees support for solidarity-based projects. In 2021, and despite the prolongation of the health crisis, actions resumed in many branches and employees mobilized strongly to support local associations and Company partners. Several initiatives have emerged and once again the commitment has been there.

In the **EMEA region**:

In Milan, the branch organized two actions in support of the ABAL association which helps autistic children and their families: employees were able to volunteer days within the association and a food drive was also organized. In addition, several donation campaigns were launched to support partnerships with the Food Bank and DYNAMO CAMP (a charity that helps children with disabilities) as well as the Italian Environmental and Cultural Heritage Protection Fund (FAI).

In Madrid, around thirty employees, whose contributions are supplemented by the Company, make monthly donations to the food bank, Economato.

In London, several actions took place at the end of 2021 to support the SCT association, such as the creation of an online fundraising page or a bake sale. A meal preparation day was also organized with the association Felix Project Kitchen and 1,400 meals were distributed to local organizations in London (schools, food banks and associations).

In Porto, a multitude of actions were organized in 2021: a food drive, several donation campaigns to finance school kits, home improvement work to improve the quality of life, home therapies for children with rare diseases, and food for homeless animals. Employees were also able to take part in other actions such as the decoration of a COVID-19 vaccination center for children, or a campaign to support the elderly.

In Dubai, three actions were carried out: a donation of 300 Iftar meals during Ramadan, a fundraiser to finance 100 million meals (with an additional contribution from employees' donations by Natixis), and a food drive to benefit the Red Cross of the Emirates.

Within the Americas platform partnerships that began several years ago were also continued:

In **New York**, the iMentor and American Cancer Society associations are supported through financial donations or employee mobilization actions.

As part of the annual "Natixis Employees Giving Campaign" in Boston, Natixis also supports its employees' initiatives by organizing two weeks of fundraising for various charities supported by Natixis Investment Managers and its affiliates. In addition, at the end of the year, other operations were organized such as the creation of Christmas wreaths to decorate the homes of disadvantaged people with the association Pine Street In and a collection of toys for children from disadvantaged neighborhoods in the Winthrop School.

Finally **in the Asia-Pacific region**, Natixis continues to develop its contribution to solidarity operations and to mobilize employees from various locations.

A Do-It-Yourself workshop for making soap from coffee grounds was organized and the soaps were redistributed to associations helping people in need.

A solidarity march was launched in the streets of Hong Kong to distribute essential goods.

Lastly, support for the PSE (Pour un Sourire d'enfant) association continued in 2021 with several actions during Solidarity Week such as a solidarity sale, a screening of the film Les Pépites (Little Gems) and a call for tenders. to volunteers for time-giving missions.

7.6 Reporting frameworks and methodology

The information in this document covers the 2021 fiscal year. The reporting period considered is one full calendar year, running from January 1 to December 31.

Environmental information relating to the direct impact of Natixis relates to the scope of Natixis France, with the exception of certain qualitative information collected from international locations.

Social information covers the Natixis scope managed in France and internationally, with the exception of the presentation of the Global workforce, which is presented in the accounting consolidation scope (Joinly, for example, was not consolidated).

The managed scope covers all of Natixis and its subsidiaries[(1)] around the world whose HR information systems contain data on employees by name. This workforce forms the basis of the HR indicators for ESR. This scope excludes Financial investments and Fintechs. The list of entities in this scope is presented below.

Outside France, the inclusion of entities depends on the relevance of indicators with respect to social and environmental regulations and their ability to integrate monitoring tools or deliver information.

Indicators are broken down by geographic area.

The **Natixis Worldwide** scope covers all of Natixis and its subsidiaries[(1)] around the world, including Financial investments and entities within the accounting consolidation scope (Natixis Algérie).

The following changes in scope took place in 2021:

- **in the managed scope**:
  - Corporate & Investment Banking division:
    - Chamonix Partners Capital Management LLC (one employee as of December 31, 2021,
    - Natixis Global Services (India) Private Limited (41 employees at December 31, 2021);
  - Asset & Wealth Management:
    - AEW UK Investment Management LLP (27 employees at December 31, 2021) now more than 50% owned,
    - AEW Dutch Branch (1 employee as of December 31, 2021),
    - Mirova Natural Capital (Brazil) (two employees at December 31, 2021),
    - Mirova Sweden Branch (1 employee at December 31, 2021),
    - Teora, a company created in 2021 and made up of employees from Natixis Wealth Management. (51 employees as of December 31, 2021);
- exit from the scope of the following entities:
  - Corporate & Investment Banking division:
    - Natixis Almaty Representative Office (one employee at December 31, 2020);
  - Asset & Wealth Management:
    - Ostrum Asset Management US LLC Two employees at December 31, 2020), including one employee transferred to Mirova US.

Methodological notes on indicators

The headcount includes all employees who have an active employment contract with a Natixis legal entity (managed scope). Interns, apprentices and beneficiaries of a VIE (International Volunteer Program) assignment are not considered. Expatriates and seconded employees are accounted for in their entity of origin.

Hires include external recruitment to positions with permanent employment contracts or fixed-term employment contracts, transfers from Groupe BPCE and the conversion of all other types of contracts (work-study placements, internships, VIE, etc.) into permanent employment contracts or fixed-term employment contracts, and conversions of fixed-term employment contracts into permanent employment contracts.

Departures include external departures of employees with permanent employment contracts or fixed-term employment contracts and transfers to Groupe BPCE, and conversions from fixed-term employment contracts to permanent employment contracts.

The following changes were made to the calculation methods in order to be aligned with the indicators used to monitor Natixis' Human Resources policies: departures to BPCE are no longer counted as resignations, and contractual terminations are now taken into account and recognized in redundancies. Mobility includes changes in duties, changes of assignment, changes of assignment and function, to which have been added expatriations and made available. The indicators presented were the subject of a pro-forma for previous years.

(1) Companies in which Natixis directly or indirectly holds at least a 50% interest.

List of subsidiaries included in the ESR reporting framework

Natixis France (managed scope)

Division	Business Line	Company
Corporate & Investment Banking		Natixis S.A.
		Media Consulting & Investment
		Natixis Coficiné
Asset & Wealth Management	Private Equity	Alliance Entreprendre
		Flexstone Partners SAS
		Naxicap Partners
		Seventure Partners
		Vauban Infrastructure Partners
	Asset Management	Mirova
		Natixis Investment Managers
		Natixis Investment Managers International
		Natixis Investment Managers P1
		Natixis TradEx Solutions
		Ostrum Asset Management
		Seeyond
		Thematics Asset Management
	Real Estate Asset Management	AEW
	Wealth Management	Natixis Wealth Management
		TEORA
		VEGA Investment Managers
	Employee Savings Schemes	Natixis Interépargne
	MAD NSA employees – AWM division subsidiaries	Natixis S.A.
Insurance	Personal Insurance	BPCE Relation Assurances
		BPCE VIE
	Non-Life Insurance	BPCE Assurances
		BPCE Assurances Production Services
	MAD employees NSA – Insurance division subsidiaries	Natixis S.A.
	Insurance division cross-functional departments	Natixis S.A.
Payments		Natixis S.A.
		Natixis Intertitres
		Natixis Payment Solutions
		Titres Cadeaux
Support departments		Natixis S.A.

Natixis International (managed scope)

Division	Business Line	Company
Corporate & Investment Banking		Natixis – Singapore – DBU
		Natixis Australia Proprietary Limited
		Natixis Bangkok Representative Office
		Natixis Beijing Branch
		Natixis Belgique Investissements S.A.
		Natixis Brasil S.A. Banco Múltiplo
		Natixis Buenos Aires Representative Office
		Natixis Canada Branch
		Natixis Colombia Representative Office
		Natixis Dubai Branch
		Natixis Frankfurt Branch
		Natixis Hong Kong Branch
		Natixis Jakarta Representative Office
		Natixis Japan Securities Co., Ltd.
		Natixis Labuan Branch
		Natixis Lima Representative Office
		Natixis London Branch
		Natixis Madrid Branch
		Natixis Mexico Representative Office
		Natixis Milan Branch
		Natixis Moscow Bank (ZAO)
		Natixis Mumbai Representative Office
		Natixis New York Branch
		Natixis North America Inc.
		Natixis Pfandbriefbank AG
		Natixis Saudi Arabia Invest Co.
		Natixis Shanghai Branch
		Natixis Taipei Branch
		Chamonix Partners Capital Management LLC
		Natixis Global Services (India) Private Limited
		NATIXIS STRUCTURED ISSUANCE S.A.

Division	Business Line	Company
Asset & Wealth Management	Private Equity	Flexstone Partners SARL
		Vauban Infrastructure Luxembourg SARL
	Asset Management	Mirova Luxembourg SAS
		Mirova Natural Capital (UK)
		Mirova Natural Capital Brazil
		Mirova Sweden Branch
		Mirova US
		Natixis IM Australia Pty Limited
		Natixis IM Beijing
		Natixis IM Hong Kong Limited
		Natixis IM International, LLC
		Natixis IM LUX
		Natixis IM Mexico, S. de R.L. de C.V
		Natixis IM Middle East, a branch of Natixis IM UK Limited
		Natixis IM S.A. Oficina de Representación (Colombia)
		Natixis IM S.A., Korea Representative Office
		Natixis IM S.A., Succursale Italiana
		Natixis IM S.A., Zweigniederlassung Deutschland
		Natixis IM Securities Investment Consulting (Taipei) Co., Ltd.
		Natixis IM UK Limited

Division	Business Line	Company
Asset & Wealth Management	Asset Management	Natixis IM Uruguay S.A.
		Natixis IM, Netherlands
		Natixis IM, Nordic branch
		Natixis IM, Spanish branch
		Natixis IM, Switzerland Sàrl, Geneva
		Natixis Investment Managers International Hong Kong Limited
		Natixis Investment Managers Japan Co., Ltd.
		Natixis Investment Managers Singapore Limited
		Natixis Investment Managers, LLC
	Real Estate Asset Management	AEW Central Europe/Czech Republic
		AEW Central Europe Sp z o o
		AEW Europe Global LUX
		AEW Europe Italian Branch
		AEW Europe LLP
		AEW Europe SARL
		AEW Invest GmbH
		AEW Dutch Branch
		AEW UK INVESTMENT MANAGEMENT LLP
	Wealth Management	Natixis Wealth Management Luxembourg
Insurance	Personal Insurance	Natixis Life Luxembourg
support departments		NATIXIS – SUCURSAL EM PORTUGAL

7.7 Moderate assurance report by one of the Statutory Auditors on the verification of selected social and environmental information

Fiscal year ended December 31, 2021

For the attention of general management,

In our capacity as Statutory Auditors of Natixis SA (hereinafter the "Company") and following the request made to us, we carried out a review to enable us to express a moderate assurance on the social and environmental information selected by the Company and presented in Section 7 "Corporate Social and Environmental Responsibility Report for 2021" of the Universal Registration Document (hereinafter "the Information"[(1)]) prepared for the fiscal year ended December 31, 2021.

Conclusion

Based on the procedures we have implemented, as described in the section entitled "Nature and scope of the work", and the information we have collected, we have not identified any significant anomaly that would call into question the fact that the Information has been prepared in accordance with the procedures used by the Company (hereinafter the "Guidelines").

Preparation of Information

The absence of a generally accepted and commonly used reference framework or established practices on which to evaluate and measure the Information allows the use of different but acceptable measurement techniques that may affect comparability between entities and in the time.

Consequently, the Information must be read and understood with reference to the Guidelines, the significant elements of which are presented in section 7 of the Universal Registration Document and available on the website or on request at the Company's registered office.

Limitations inherent in the preparation of the Information

The Information may be subject to uncertainty inherent to the state of scientific or economic knowledge and the quality of the external data used. Some data are sensitive to the methodological options, assumptions or estimates used in their preparation and presented in section 7 of the Universal Registration Document.

Company's responsibility

It is the responsibility of the Company:

- to select or establish appropriate criteria and procedures to prepare the Guidelines;
- to prepare the Information in accordance with the Guidelines;
- to put in place the internal controls that it deems necessary for the preparation of information that does not contain significant anomalies, whether these are due to fraud or error.

Statutory Auditor's responsibility

The conclusion expressed in this report relates only to the Information and not to the whole of Section 7 of the Universal Registration Document.

It is our responsibility, on the basis of our work:

- to express a conclusion of limited assurance that the Information has been prepared in accordance with the Guidelines and does not contain any material misstatements, whether due to fraud or error;
- to form an independent conclusion, based on the audit evidence obtained; and
- to share our conclusion with the Company's management.

As it is our responsibility to form an independent conclusion on the Information as prepared by the Company, we are not authorized to be involved in the preparation of such Information, as this could compromise our independence.

(1) *Qualitative information: Share of Natixis Investment Managers' assets under sustainable or impact management.*
Quantitative information: RES financing - amounts arranged in 2021; Temperature of the Natixis Assurance general fund at the end of 2021; Share of Natixis Investment Managers' assets under sustainable or impact management; Natixis carbon footprint 2021; Natixis headcount 2021; Total hires and departures in France..

Regulatory provisions and applicable professional doctrine

Our work described below was carried out in accordance with the professional guidelines of the Compagnie Nationale des Commissaires aux Comptes and the international standard ISAE 3000 (revised) "*Assurance Engagements other than Audits and Reviews of Historical Financial Information*" from the IAASB (*International Auditing and Assurance Standards Board*).

Independence and quality control

Our independence is defined in the provisions of Article L.822-11 of the French Commercial Code and in our Code of Ethics. In addition, we have put in place a quality control system that includes documented policies and procedures to ensure compliance with applicable legal and regulatory texts, ethical rules and the professional doctrine of the Compagnie nationale des commissaires aux comptes with respect to this intervention.

Nature and scope of the work

We have planned and performed our work in order to enable us to formulate a conclusion of moderate assurance on the following information (the “Information”):

- RES financing - amounts arranged in 2021
- Natixis Assurance general fund temperature at end 2021
- Percentage of Natixis Investment Managers assets under sustainable or impact management
- Natixis carbon assessment 2021
- Natixis workforce 2021
- Total new hires and departures in France

The nature, timing and extent of the procedures performed on this information depend on our professional judgment, including the evaluation of the risks of material misstatement, whether they result from fraud or error. We took into account the relevant internal controls for the preparation of the Information by the Company during our risk assessment.

We also have:

- assessed the appropriateness of the Guidelines with regard to their relevance, completeness, reliability, neutrality and comprehensibility;
- verified the implementation of a process for the collection, compilation, processing and control aimed at ensuring the completeness and consistency of the Information;
- conducted interviews with the relevant departments at the Company’s head office and with a selection of contributing entities in order to analyze the deployment and application of the Guidelines;
- implemented analytical procedures to verify the calculations made and the correct consolidation of the data collected and the consistency of their changes;
- conducted detailed tests on the basis of sampling, carried out at the level of a selection of representative[(1)] entities that we have selected, consisting of verifying the correct application of definitions and procedures and reconciling the data with the supporting documents. The sample thus selected covers between 74% and 100% of the consolidated data relating to Information.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. The procedures implemented as part of a moderate assurance are less extensive than those required for a reasonable assurance carried out in accordance with the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes; a higher level of assurance would have required more extensive audit work.

Paris-La Défense, March 11, 2022

One of the Statutory Auditors,

Deloitte & Associés

Charlotte Vandeputte	Julien Rivals
Partner, Audit	Partner, Sustainable Development

(1) Natixis SA, Natixis Assurance, Ostrum AM, Harris Associates, NIMI Singapore, according to the data tested.