



INSTITUTO
UNIVERSITÁRIO
DE LISBOA

The Employee Perception of Corporate Social Responsibility – BNP Paribas

Ana Gabriela Andrade de Menezes

Master's in international management

Supervisor

PhD, Florinda Maria Carreira Neto Matos,
Assistant Professor,

ISCTE-IUL

October, 2023

Department of Marketing, Strategy and Operations

The Employee Perception of Corporate Social Responsibility – BNP Paribas

Ana Gabriela Andrade de Menezes

Master's in International Management

Supervisor

PhD, Florinda Maria Carreira Neto Matos,
Assistant Professor,
ISCTE-IUL

October, 2023

Acknowledgements

I would like to thank Florinda Matos, my dissertation advisor, for all the encouragement and availability during this thesis elaboration and development period. She always believed in my work and engaged with my ideas.

To my *parents*, Erica and Vitor, for providing me all the support to be the best version of myself while still enjoying life. Also, to my incredible family, my aunt Ana Flavia that always pushed me to greatness. They all taught me about confidence and balance.

To my friends for all their incredible loyalty and understanding over this year.

Thank you for all the fantastic professors I met in ISCTE, who made these two years being so meaningful for my academic career.

I would like to thank all the interviewees, thank you very much for your time and willingness to take part in this research project. I'm sure that without these inputs, the outcome would not have been so positive.

To all of you, thank you very much, I feel grateful and proud for having accomplished another chapter in my life.

Resumo

A globalização mudou a natureza de muitos mercados nos últimos anos. Atualmente, uma das formas de obter uma vantagem competitiva encontra-se em implementar práticas empresariais responsáveis que possam conduzir à escolha do cliente. Desta forma, a Responsabilidade Social Corporativa (RSE) é uma iniciativa essencial para que os *stakeholders* criem mais confiança nas empresas, com o objetivo de proporcionar um ambiente de envolvimento responsável. Por este motivo, é importante identificar como os colaboradores se relacionam com as iniciativas de RSE. No entanto, as pesquisas sobre este assunto ainda são limitadas nas preferências dos bancários e nas reflexões sobre diferentes iniciativas de RSE.

O objetivo desta dissertação é compreender a percepção dos colaboradores sobre as atividades de RSE, num banco francês que opera em Portugal, o *Banque Nacional De Paris* (BNP Paribas). Para encontrar estes dados, foi realizada uma análise qualitativa, tendo por base a percepção dos colaboradores do BNP Paribas. Foi concluído que a maioria dos colaboradores tem algum interesse, mas ainda com conhecimentos insuficientes sobre RSE, e o fator que parece estar a impulsionar isso é a falta de informação disponível e partilhada com os colaboradores sobre os reais dados das praticas RSE no banco.

Palavras-chave: RSE; colaboradores; *stakeholder*; percepção.

Classificação JEL: Q01 (Desenvolvimento Sustentavel) e M14 (Cultura Corporativa; Diversidade; Responsabilidade Social)

Abstract

Globalization has changed the nature of many markets in recent years. Today, one of the strategies to gain competitive advantage is to implement responsible business practices that can drive to the customer choice. In this way, Corporate Social Responsibility (CSR) is considered as an important initiative for stakeholders to create more trust in companies, with the potential to provide an environment of worthy engagement. For this reason, it is important to identify how employees perceive and relate with the CSR initiatives. However, the researches about this subject are still limited on bank employees' preferences and reflections on different CSR references.

The objective of this dissertation is to understand the employees' perception of CSR activities in a French bank that operates in Portugal, Banque Nacional De Paris (BNP Paribas). To retrieve this data, a qualitative survey was carried out among BNP Paribas employees. The discovery was that the majority of employees have some interest, but still insufficient knowledge about CSR, and the factor that seems to be driving this is the lack of information available and shared with the employees about the real data concerning the bank activities of CSR.

Keywords: CSR; employees; stakeholder; perception.

Classificação JEL: Q01 (Sustainable Development) e M14 (Corporate Culture; Diversity; Social Responsibility)

Table of Contents

THE EMPLOYEE PERCEPTION OF CORPORATE SOCIAL RESPONSIBILITY – BNP PARIBAS....	1
DEPARTMENT OF MARKETING, STRATEGY AND OPERATIONS.....	1
THE EMPLOYEE PERCEPTION OF CORPORATE SOCIAL RESPONSIBILITY – BNP PARIBAS.....	1
1. INTRODUCTION.....	1
1.1. CSR Definitions and Timeline	2
2. Literature Review.....	6
2.1. History of CSR.....	6
2.2. CSR Interactions and Impacts.....	8
2.3. CSR in the Banking Industry.....	9
2.4. CSR in the Portuguese Banking Industry	10
2.5. Literature Review Synthesis.....	11
3. Research Methodology.....	13
3.1. Research Context.....	13
3.2. Data Collection.....	14
4. Data Analysis and Results.....	15
4.1. Analysis of the Interviews	15
4.2. Synthesis of Results	35
5. Conclusion, Limitations and Considerations.....	38
5.1. Findings	38
5.2. Limitations	40
BIBLIOGRAPHY	42

List of Tables and Figures

Table 1.2.: CSR Timeline

Figure 1.4.: Respondents Age Group Classification

Figure 2.4.: Respondents Work Duration in BNP Paribas

Figure 3.4.: Respondents Awareness about CSR

Figure 4.4.: Respondents Analysis of CSR Initiatives

Figure 5.4.: Respondents Analysis About Shared Information of CSR Activities

Figure 6.4.: CSR link with Employee Satisfaction

Figure 7.4: Word Cloud to Measure the 5th and 6th Questions

Figure 8.4. Respondents Analysis of CSR and Stakeholder Relationship

Figure 9.4. Employees Perception of CSR Practices

Figure 10.4. Employees Perception of Why BNP Implements CSR Practices

Figure 11.4. Employees Participation in CSR Events

Figure 12.4. Employees Engagement on CSR Activities

Figure 13.4. Employee Level of Satisfaction of BNP Paribas CSR Events

Figure 14.4. The Five Design Thinking Elements

Figure 15.4. Answers from the 1st and 2nd linked with the Design Thinking Elements

Figure 16.4. Employee Suggestions for Future CSR Initiatives

List of Abbreviations and acronyms

CSR, Corporate Social Responsibility

CE, Consumer Engagement

WOM, Word-of-mouth

NGO's, Non-governmental organizations

SLO, Social License to Operate

OECD, Organization for Economic Cooperation and Development

SER, Responsabilidade Social Empresarial

BNP Paribas, Banque Nacional de Paris

1. Introduction

Since the 1950s, the notion of Corporate Social Responsibility (CSR) became a powerful concept among organizations, mainly due to the big impact that companies have on the society and the environment (Bolibok, 2021). Indeed, the term received significant recognition over the past years, as it is notable the correlation between the increase of world issues such as water scarcity, pandemics, pollution, deforestation, degradation, waste, inflation and corporate scandals (Monachino, 2016). Additionally, after the COVID-19 pandemic, the analysis of changes in the demand of companies for CSR-related activities become a valuable element of the direction of innovative research amongst organizations (Tworzydło, 2021).

Many successful businesses are now prioritizing CSR more than ever. CSR can be described as a force to pull customers to the organization mission and values, with the goal of positively influencing to participate in the company events (Luu, 2019). The core values of CSR extends to the responsibility of companies and beyond the interest of their owners to other stakeholder groups, including employees, customers, regulators, and the community, highlighting the necessity to internalize the impact of business activities on the natural environment and society (Bolibok, 2021).

Furthermore, recent reviews show a rapid increase in the CSR field of communication and have emphasized the importance of using social and digital communication to shed light on future discussions in this discipline (Verk, 2021). However, most information focus on CSR practices, but the perception of internal stakeholders (employees) in banking operations were limited.

To make sense of this work, meanings of CSR were mapped according to Carroll's four matrix, namely Corporate, Legal, Ethical and Philanthropic (Carrolls, 2016). To better contextualize, since CSR has several definitions (Aminu, 2023), this research also identified other authors that are aligned with the concept of CSR as creating social change and improving dynamics between companies, local community and stakeholders (Fordham, 2018).

In this context, the present work aims to investigate how bankers strive with CSR as a part of their professional routine. Since when used as a strategy, CSR can play an essential role on a company's reputation. Clear CSR initiatives might lead to greater stakeholder support while guiding through the decisions (Kotler & Lee, 2004). In the literature review, further CSR definitions, initiatives, strategies and impacts are discussed.

The goal of this research has been conducted to analyze the employee perception of Corporate Social Responsibility surrounding the Banque Nacional de Paris (BNP Paribas), followed by the literature review, research methodology, finalizing with the results and conclusions.

1.1. CSR Definitions and Timeline

The first definition of CSR was in 1953 by the American economist Howard Bowen in his publishing *Social Responsibilities of the Businessman* (Bowen, 2013). In his book, Bowen argued about power and freedom of choice for businessmen as a permitted given, because people tend to believe this decentralization should be desirable. Overall, Bowen defended that businessman should rationalize their freedom in respect to society (Bowen, 2013).

While CSR was being developed, business, executives and academics started noticing CSR subjects as part of the strategic planning and management decision-making (Visser, Matten, Pohl, & Tolhurst, 2010). According to the literature, CSR outputs can be a tool to determine companies' reputation, which can be used for competitive advantage, stock value increase, sales increase, and profitability. Or even non-economic such as corporate visibility, liability, and strong relationships (Ozdora, 2016).

Additionally, CSR gained impact in the 1970s, after World War II and went through a period of market acceleration with the evolution of the Second Globalization and the expansion of large corporations (Visser, Matten, Pohl, & Tolhurst, 2010). Since then, the concept of CSR has become even more important and its embraced by companies to achieve a different level of corporate social objectives. Nevertheless, businessmen sometimes act irresponsibly, to date, this term is called Corporate Social Irresponsibility (Armstrong, 2013).

Moving forward, CSR regained visibility in the 1980s, with the theory *Strategic Management: A Stakeholder Approach* (Freeman, 1984). The author discusses that a firm should create value for all stakeholders such as, employees, suppliers, customers, media, local

communities, Non-Governmental organizations. Freeman referred the stakeholder approach as a framework for strategic management (Freeman & McVea, 2001).

With the increase of world issues (Monachino, 2016), in 2001, the European Commission adopted a Green Paper to launch a debate on the role and possible measures that could be taken on the European Union Level. The Green Deal goal is to transform European Union into a modern, resource-efficient, and competitive economy, ensuring: no net emissions of greenhouse gases by 2050, economic growth decoupled from resource use, and no person and no place left behind. According to the Green Paper (Commission, 2001), eager to promote a European framework for CSR, the Social Responsibility concept is defined as a volunteer work from companies to contribute to a fairer society and a cleaner environment (Anon, 2013).

It is important to highlight that CSR gained several definitions over the years, but the one proposed by the European Commission in its Green Paper was adopted for this research. Mostly due to the meaning as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more into human capital, the environment and the relations with stakeholders (ITC-ILO, 2012).

In 2007, while CSR was being highlighted once more, an economic crisis was brought to the world, and its epicenter was the United States of America. The crisis started with extreme ease in obtaining credit with low-interest rates and the failure of two big hedge funds. This scenario caused instability and changed the world, causing panic and freezing the global lending system (Herzig & Moon, 2009). It was only in 2008 that the biggest U.S. bankruptcy arrived in Europe, with a massive impact in Portugal (Banco de Portugal, 2009). Correspondingly, businesses and banks needed to reinforce their social impact and improve their wealth appearance among its stakeholders, which resulted in the CSR fast acceleration development. This evolution is aligned with the CSR economic argument, which claims that the term is a self-interest for business to maximize its total profit (Kaul, 2015). At this time, companies noted that CSR could also be used as a motivator and widespread, as well as a factor of differentiation and awareness for consumers (Fatmawati & Fauzan, 2021).

As mentioned previously, Carroll mapped CSR with his four dimensions matrix – economic, legal, ethical and philanthropic (Carroll & Carroll, 2016), and further Carnegie

agreed that CSR has its roots in corporate philanthropy, as it was mentioned in his book, *The Gospel of Wealth* (Carnegie, 2017). Carnegie describes that extremely wealthy Americans - like himself - had a responsibility to spend their money to benefit the greater good. The author suggests some best uses for millionaires in practices with their wealth, to build or support universities, libraries, medical institutions, public parks and more.

Further in December 2019, during the European Green Deal, the executive Vice-President of the European Commission Frans Timmermans stated:

We are in a climate and environmental emergency. The European Green Deal is an opportunity to improve the health and well-being of our people by transforming our economic model. Our plan sets out how to cut emissions, restore the health of our natural environment, protect our wildlife, create new economic opportunities, and improve the quality of life of our citizens. We all have an important part to play and every industry and country will be part of this transformation. (Commission, 2019).

With this in mind, the European Green Deal plans to cover all sectors of the economy, notably: transport, energy, agriculture, buildings, and industries such as steel, textiles and chemicals. It should be noted that promoting these initiatives on organizations, could bring a sense of belonging in a corporate environment among employees, leading to an engaged workplace (Weerasundara, 2015). In addition to, CSR initiatives can be considered as an important asset for self-regulating corporations in order to align its initiatives and strategies with profit, people, and the planet i.e., 3P's. In addition to this, the triple "p" refers to the planet as an environmental interest to society, people as a social interest and profit as a business interest (Savitz, 2006).

1.2. Research Problem

Given the limited number of articles analyzing the impact of CSR initiatives on the employee perception in the banking industry, it becomes imperative to determine which practices the employees recognize, value, and prefer. In order to analyze the awareness of CSR initiatives and engagement into the workplace, the qualitative research method was selected.

This present research aims to analyze the CSR's importance and contribution to society. By conducting throughout this research and while gathering the feedback from BNP's workers,

valuable insights into employee preferences were encountered but to narrow the relative importance of CSR initiatives. The core questions were:

- *What is the employee perception of CSR in BNP Paribas?*
- *How does BNP Paribas apply CSR practices?*

1.3. Research Objectives

The main goal of this research is to analyze the employee perception of BNP Paribas Corporate Social Responsibility practices and initiatives. To achieve this goal, it was defined that there was a need to verify the CSR concepts, impacts and practices on banks and corporations, the CSR history and timeline, motivations, also the laws and regulations in Portugal.

The secondary objective is to understand the perception and engagement of CSR activities among BNP Paribas employees, and to comprehend the level of interest with the topic of CSR within the bank.

1.4. Research Structure

This thesis is organized in five different chapters. The initial chapter introduces the background of CSR. It is defined the research problem, the research objectives, and how the thesis will be conducted. Moving to the second chapter, it displays the literature review, tracking into CSR history and the link between the CSR initiatives in BNP Paribas. It also highlights the bank CSR's initiatives and the information gathered from its official website.

In the third chapter, a deep literature review is conducted. Which will examine what was discussed, theories, and concepts that sustain the subject of this thesis. The fourth chapter provides details of the methodology applied in this research. It justifies why the methodology was chosen, sampling method, the data collection method and ends with the interpretation of facts taken from the interviews.

The fifth chapter focuses on empirical finding and analysis of the findings. Finally, a conclusion, summarizes the results presented, following by the bibliography references.

2. Literature Review

2.1. History of CSR

As mentioned, there are many studies about CSR keys aspects on the society. In 1953, when Howard R. Bowen published the book *Social Responsibilities of the Businessman*, it provided an initial definition of CSR, where he described it as the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society (Bowen, 2013). *Those* actions are meant to provide support initiatives for the society. Is interesting that, companies are now developing ways to explore CSR as a new marketing strategy with a holistic approach to bring positive change to individuals' lives. CSR has become a mechanism to attract, enhance consumer experience and satisfaction (Shayan, Mohabbati-Kalejahi, Alavi, & Zahed, 2022).

It is important to mention that while reading different articles, CSR was often linked with as a social contract between business and society. This concept was declared by the Committee for Economic Development (Allen, 1971) and implies the idea that business functions must aim for a public consent and serve the needs of the community.

The below table contains some important concepts for this research regarding CSR throughout the years. As previously mentioned, CSR began to take place in 1953 with Bowen's definition, it was the beginning of the modern era for CSR (Bowen, 2013). In 1960, Keith Davis declared that social responsibility should be "businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (Davis, 1973).

Table 1.2.: CSR Timeline

<i>Event / Author</i>	<i>Definition</i>	<i>Timeline</i>
<i>Howard Bowen</i>	<i>Social Responsibility of The Businessman</i>	<i>1953</i>
<i>Keith Davis</i>	<i>Social Responsibility Beyond Businessman Decisions and Actions</i>	<i>1960</i>
<i>Committee for Economic Development</i>	<i>Social Contract between Business and Society</i>	<i>1971</i>
<i>Archie B. Carroll</i>	<i>The CSR Pyramid</i>	<i>1979</i>
<i>Freeman</i>	<i>Stakeholder Approach</i>	<i>1980</i>
<i>European Green Paper</i>	<i>Strategy of Policy Initiatives</i>	<i>2001</i>
<i>Mallen Baker</i>	<i>Getting into Details of CSR</i>	<i>2004</i>
<i>Philip Kotler</i>	<i>CSR: Doing the Most Good for Company and its Cause</i>	<i>2004-2005</i>
<i>United States Market Crash</i>	<i>World Financial Crisis</i>	<i>2007- 2008</i>
<i>Carrol and Shabana</i>	<i>Review of CSR concepts</i>	<i>2010</i>
<i>Sharma and Sharma</i>	<i>CSR as Gateway for Corporations</i>	<i>2011</i>
<i>Kadic-Maglajlic</i>	<i>CSR Engagement With society</i>	<i>2019</i>
<i>United Nations Industrial Development</i>	<i>CSR definition of “Triple-Bottom-Line-Approach”</i>	<i>2023</i>
<i>Oscar Licandro</i>	<i>CSR as a Management Philosophy</i>	<i>2023</i>

Source: Own Elaboration

As per one of the most recent definition from the United Nations Industrial Development Organization (UNIDO), CSR is a mean for businesses to balance economic, environmental, and social responsibilities, also known as the *Triple-Bottom-Line-Approach*. (UNIDO, 2023). But still in 2023, Licandro proposed a new definition of CSR as a management philosophy oriented towards the control of externalities. Companies should look to minimize

the operational damages on stakeholders, community, and the environment, as well as generating positive externalities on them (Licandro, 2023).

Nevertheless, CSR is a concept that encourages businesses to go beyond their regular profit-making activities considering their impact on both society and the environment. It is a positive influential way of making sustainable competitive profit and achieving long lasting value for all stakeholders, it is a win-win opportunity (Sharma & Kiran, 2012). This definition from Sharma and Kiran aligns with Philip Kotler's view of CSR as a strategic tool for the business world. Kotler also suggests that businesses should embrace CSR as a way to build a positive reputation, enhance customer loyalty, and establish a competitive advantage in the market (Kotler & Lee, 2004).

Both Sharma and Kotler (Sharma & Kiran, 2012) (Kotler & Lee, 2004), emphasize the importance of businesses, recognizing their responsibility towards society and the environment. Both explain how CSR should not be seen as an additional burden, but rather as an opportunity for businesses to contribute to sustainable development while also reaping long-term benefits. By implementing CSR practices, negotiations can foster trust, sense of belonging, create a positive brand association, leading to attract socially conscious consumers (Weerasundara, 2015). Ultimately, a more sustainable future for both the business and the communities it operates in.

Additionally, CSR has a fundamental role in morality, in how a company shows up to the community and to its employees, as such how stakeholders push CSR understanding and activities. Employees demands are now job security and stability, safety and health, gender equality, labour and workforce equality, as well as human rights and ethics. Ideally, corporations intend to meet stakeholders' expectations (Meseguer-Sanchez, Galvez-Sanchez, Lopez-Martinez, & Molina-Moreno). The current wave of CSR has a long-standing debate over the relationship between business and society (Idowu, 2013).

2.2. CSR Interactions and Impacts

The main areas of CSR research are defined by two set of core drivers. In general, the forces shaping are national and international drivers, which can be consumers, internal employees, corporate managers, competitors, and the local community (Visser, 2008). It's possible to grow a positive relationship between the media, NGO's, governments, investors with the CSR motivators (Tian, Pekyi Dodzi, Chen, Sun, & Wang, 2021).

The interaction between the individual responsibility and justice is one promising field for future developments (Idowu, 2013). Some of the key motives of CSR refers to altruistic, economic motive, ethical and extrinsic, further to financial and strategic motives. The practice of CSR argues that it contributes to a company's financial performance (Idowu, 2013). This link can be explained by the cycle of financially successful companies tending to spend more on CSR initiatives. CSR policies may redirect to constructive effects on the quality of labour and assist corporations to integrate the increasing number of diverse cultures in their company (Hemingway & MacLagan, 2004).

With time and globalization, a broad range of companies emerged, allowing stakeholders to become more engaged in a company's decisions. In addition, stakeholder management and CSR are connected through daily business strategies and operations, complying with the SDGs, laws, and conduct (Bjørneseth & Almir, 2017).

A recognized international standard organization was developed to best assist businesses and organizations. This international standard is called ISO 26000 for CSR (Idowu, 2013). It recommends a holistic approach within an organization that creates interdependence between seven core subjects: Human rights, Labour practices, The Environment, Fair operating practices, Community Involvement and Development, Organizational Governance, and Consumer Issues (ISO26000, 2010).

2.3. CSR in the Banking Industry

The banking industry suffered a substantial loss in its reputation and public trust in the past years with the several economic and financial crises. It should be highlighted that the customer interest increases when absorbing from companies that are socially responsible (Scheinbaum, Lacey, & Liang, 2017). Particularly, given the role of banks as providers of capital, which may finance entities that in turn deal with unethical and socially irresponsible activities, likewise fast fashion companies, child labor, purchasing unfair trade products (Scholtens, 2008).

The power and influence that banks have on the socioeconomic development of countries must also be considered when assessing their impact on the environment. Indeed, social responsibility has been broadly defined as the process of communicating the social and environmental effects of organizations economic actions to particular interest groups within society and to society at large. As well as CSR patterns, profit, and industry affiliation (Azim,

n.d.). Nowadays, banks are increasing their CSR efforts to better engage with employees (Bolibok, 2021).

Moreover, ethical banking is crucial for CSR. It is a term that defines the practice of choosing financial institutions that implement socially responsible investment policies and business practices (Hurd, 2022). Banks can report on their actions to ensure that their lending and investment policies do not facilitate industrial activities which are harmful to the environment. Therefore, banks policies regarding how they contribute to the conservation of energy and natural resources and recycling activities are important aspects of its social responsibility activities (Castelo Branco & Rodrigues, 2006). Furthermore, since banks use considerable resources from society, they are also required to give feedback to the community more often than other industries (Scholtens, 2008).

It is important to note that the effective incorporation of social responsibility and sustainability principles into banks' business models depends significantly of its financial stability (Lentner, 2015). This due to the significant connection between a bank's financial situation and its social performance. First, a strong financial position is essential for sustainable profitability, which in turn supports the bank's overall performance.

2.4. CSR in the Portuguese Banking Industry

When assessing the CSR performance of a bank institution, it is important to analyse its corporate activities. These activities should reflect the incorporation of social, economic, and environmental considerations in business operations and engagement with stakeholders, aligned with the company's sustainability goals (Marrewijk, 2003). Additionally, the professionalism of employees, assertiveness to a robust code of ethics, and a high level of transparency are crucial factors to consider (Khaw, 2023).

Currently, there are more than 150 banks in Portugal, which includes a range of personal, corporate, investment and private banking. The country has a modern banking system that includes one of the most advanced inter-banks networks in the world, through *Multibanco* ATM (Expatica, 2023). The central bank in Portugal is the Banco de Portugal, which serves as the regulatory authority for all Portuguese banks and the majority of banks belong to the Portuguese Banking Association.

The big economic crisis in 2008 only affected Portugal in 2010, leading to impacts on the economy and public finances. This resulted in increased inequality and a rise in public debt.

Accordingly, (Pedroso, 2014) Portugal was identified as one of the worst affected countries in the European Union. The country borrowed loans from the European Central Bank, European Commission, and International Monetary Fund (Banco de Portugal, 2009). During this period, Portugal saw deep cuts in services, wages, and increase in taxes and contributions. The country faced huge losses until 2015, and by that time, the banking industry reputation was already affected. Banks were required to have other initiatives likewise, clear CSR initiatives, practicing philanthropic activities and supporting community partners while working to improve affordable housing or even offering financial advice to educational institutions or non-profit companies (Pimenta, 2020).

In the banking industry, the CSR model varies across different countries due to their unique historical features, conceptual structure, methodological tools, and managerial implications. However, it is important to reinforce the definition of CSR as an approach adopted voluntarily by corporations and without external regulation by stakeholders (Idowu, 2013).

2.5. Literature Review Synthesis

Corporate Social Responsibility in banking operations has become an important subject, and bringing the term to Portugal, several banks incorporated it into their core values. There has been limited research on the impact of CSR on the customers of the banking industry. Despite the increasing recognition of CSR, Portuguese's are still not familiar with the concept and its significance. However, consumers are now demanding from companies to take more sustainable actions.

Over the years, the Portuguese banking sector has made significant progress in integrating CSR into their operations. Banks in Portugal could benefit from greater collaboration and partnership with other stakeholders. Several banks have developed CSR policies and implemented sustainability initiatives, likewise beach cleaning day, workshops for recycling initiatives, planting trees, volunteering, and more. Some banks even adopted responsible lending practices, increasing transparency and accountability in their operations, as well as reducing carbon footprint. CSR involves responsibly engaging with stakeholders, listening to their concerns, and taking appropriate actions. It should be inputted into the bank's action proposition, with clear goals, targets, and metrics to measure progress.

This research focus on the employee perception of CSR concepts, initiatives, and practices from BNP Paribas workers. The literature review regarding CSR is evolving through

research and articles in journals. The term is marked by highlighting bank reputation, assisting with their image and brand improvement, leading to an increase on customer's loyalty. In return, it can have a positive impact on banks' profitability and financial performance. Overall, CSR in the bank industry concerns to the quality and transparency of the shared information. Meaning that socially responsible banks are expected to provide comprehensive and reliable data from its books. From this perspective, complying with CSR principles is an important asset for banks to aim a sustainable growth of their market values.

3. Research Methodology

In this research, the qualitative method was selected.

3.1. Research Context

The aim of this research is to analyse the employee's perception of Corporate Social Responsibility in the bank BNP Paribas in Portugal. Before confirming the bank selection, other Banks were identified in the Portuguese cluster, but BNP Paribas was chosen as per the facility and convenience for data collection and sampling for the author.

To conduct the open-questionnaire survey, it was imperative to verify what are the CSR initiatives and practices from BNP Paribas. While searching on BNP Paribas internal net, *Echonet*, some Websites appeared from all over BNP's operating locations, but narrowing to Portugal it was easy to locate the CSR annual report from 2023. Its CSR strategy is *committed for a positive impact*. This commitment is linked with the Group's purpose, of integrating in its strategic plan, in favour of sustainable growth of the economy, preserving the health of the planet and increasing the employee well-being. Also, this policy is aligned with the 17 Sustainable Development Goals (SDGs) as the centre of Group's strategic plan. When conducting to the news, events and awards in the Website, it was notable that BNP is concerned about its CSR initiatives, with several events of diversity week, the net-zero banking alliance for energy transition, reinforcement of environmental management, to accomplish sustainability commitments, social inclusion through art, and more.

In 2022, BNP Paribas Portugal won the *Diversity & Inclusion* award at the *Premios RH 2022* (Paribas, 2022). Indeed, this award displayed the recognition of the strategy of Diversity, Equity and Inclusion (DEI), defined for the Portuguese territory for the years 2022-2025. The content was linked with action and initiatives such as: pride, together by mix city, all abroad, women in cyber, equity and inclusion.

The head of CSR and Diversity & Inclusion at BNP Paribas Portugal says "*Diversity, Equity and Inclusion are fundamental values of the BNP Paribas Group. This comes as an extra motivation so that we continue doing our work in this area, which can always improve through the results achieved internally, but also through our relationship with customers, suppliers and other stakeholders with whom we conduct our daily activities*".

Additionally, BNP Paribas Group aims to positively impact the economy, the society and the environment by allocating funds to the renewable energy sector, energy transition which contributes directly to the achievement of SDGs. The Group is fuelled by a powerful model on three pillars: Technology and industrialization at the heart, deployment of sustainable finance and environment, social and corporate governance (ESG) at scale, as well as the development of employee's potential and engagement. Through this solid positioning, BNP Paribas intends to accelerate its dynamic through the engagement with local stakeholders, supporting projects that foster youth inclusion and refugee's integration.

3.2. Data Collection

The primary data was collected through an anonymous open interview, selecting carefully BNP Paribas workers. The respondents were chosen by author's proximity and convenience from the Wealth Management and Corporate Investment Banking departments. The primary data collected was made through a set of semi-structured interviews from the seniority cluster of juniors, seniors, team leaders and managers who worked or are working in BNP Paribas.

Initially, the goal was to use Zoom and interview each respondent to obtain wider analysis, but due to the lack of interviewees availability and time, the open-questionnaire via Google Form was chosen. The interviews were conducted between July and September of 2023 and the author assisted and clarified every doubt raised by the interviewees when submitting their responses.

It is important to mention that an interview guide (Annex A) was presented with a set of questions that aimed to obtain demographic information from respondents, to answer an overview of the employee's perception, and to verify a cross-reference from the multiple CSR definitions.

4. Data Analysis and Results

This chapter identifies and analyses the key findings of this research. The results are, in addition to a background chapter, presented by the questionnaire structure. Also, an overview of the bankers involved will be displayed following the analysis of the content information, using the author's own interpretation from the obtained results. Furthermore, it was applied word of clouds (Kalmukov, 2021) to visualize the qualitative data obtained, to gather the most frequent answers between responses.

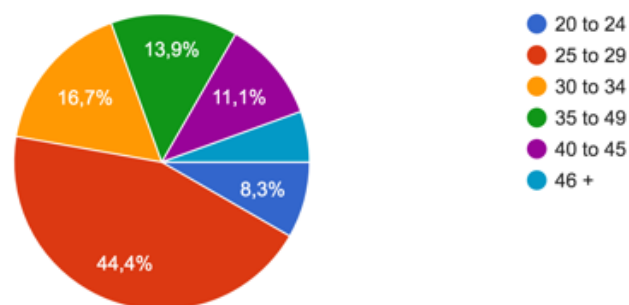
All interviewers were selected by author's convenience, mostly with their possible association with CSR subjects or initiatives. This selection was obtained by having introductory conversations at work, ahead of the interview process, as a way of establishing contact and familiarizing the arrangements to better extract the data collected.

4.1. Analysis of the Interviews

The open-questionnaire was organized in two parts and four segments. Due to the length of the replies, the author selected tables and figures to present the main topics and to assemble the information collected from the 37 analysis. Below is the questionnaire structure, followed by the analysis of each presented table.

Since the questionnaire was extensive, the interpretation will be made following the structure and graphic interpretation, mostly with the legend and described answers. The first part (A) is the classification of CSR in general and inclusive aspects, and its divided into four subcategories:

Figure 1.4.: Respondents Age Group Classification



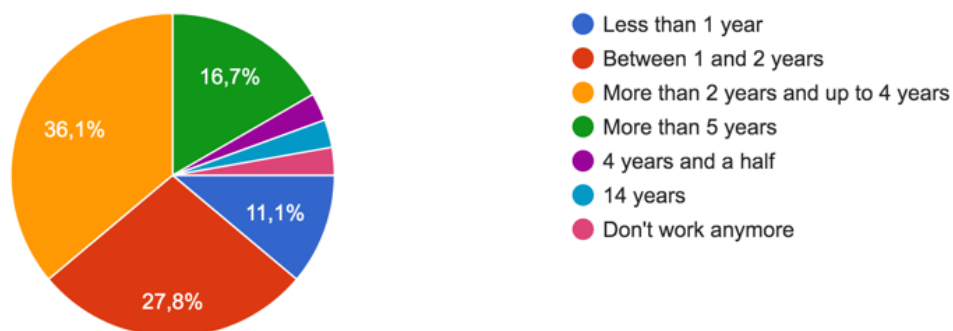
Source: Self Elaboration

The first question was to verify the age group of the population. The data collected reveals that among the participants, 44.4% represents individuals from 25 to 29 years, while 16.7% of the respondents are in the 30 to 34 range, further, 35 to 49 accounts for 13.9% of the participants, while 11.1% are in the gap of 40 to 45. The remaining of 8.3% and 5.6% are up to 46 years. This data is sufficient for this research as the age discrepancy provide valuable insights to conclude and distribute different analysis aligned with the mentioned CSR timeline.

The second question analyzes the respondent's nationality which displays that 77.8% are Portuguese, 19.4% from Brazil and a small contribution of 1% is from Spain.

The third question aimed to collect the work period duration in BNP Paribas which can be visualized below.

Figure 2.4.: Respondents Work Duration in BNP Paribas



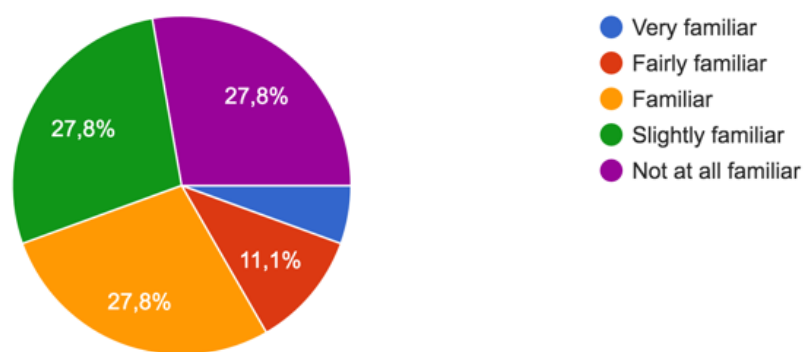
Source: Self Elaboration

It was valuable for this research to enquire workers that have sufficient knowledge about CSR practices within the bank. To mention that the respondents were selected with at least a period of 6 months working in BNP Paribas. It could be analyzed that 36.1% of individuals have been working for more than 2 years and up to 4 years, 27.8% of people between 1 and 2 years. Furthermore, 16.7% more than 5 years, while 11.1% for less than 1 year. It was interesting to note that 2.8% of respondents no longer work, and another 2.8% have been working for 4 and a half years. Lastly, 2.8% of individuals have been employed for more than 14 years. Indeed, it can be concluded for this research that the majority is at least between 1 and 4 years.

The fourth question aimed to obtain the respondents seniority level and based on the data, 52.8% hold senior positions, while 30.6% are in junior positions. A small percentage of 8.3% being team leaders, and 5.6% being trainees, or associates, still gaining experience and knowledge in their field. This question was important due to the cross-reference between the sense of belonging in the bank among the respondents.

The second part (B) of the questionnaire is the data collected from CSR awareness among employees:

Figure 3.4.: Respondents Awareness About CSR

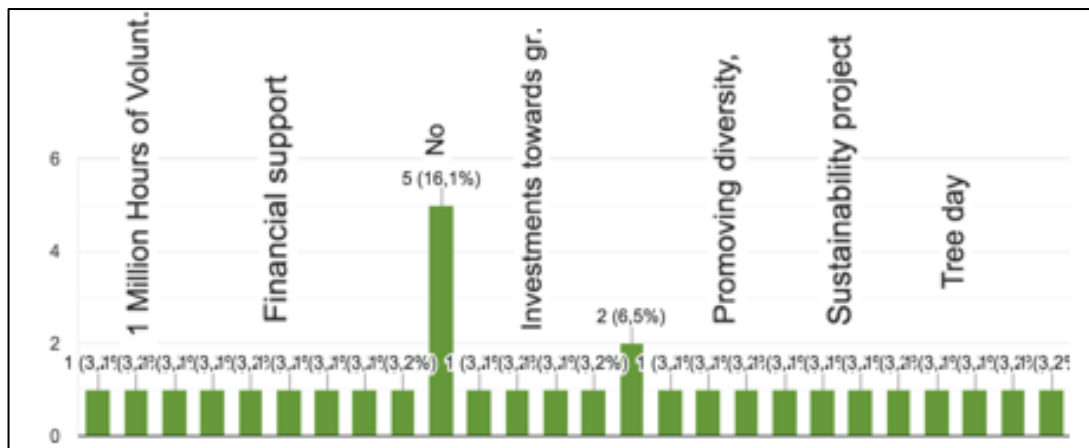


Source: Self Elaboration

Based on the data provided, it appears that similar percentages of 27.8% were found for familiar, slightly familiar and not at all familiar. Additionally, 11.1% of individuals consider themselves fairly familiar with these initiatives, while 5.6% mentioned they are very familiar with them. This data provides insights into the varying levels of familiarity, being useful to measure their awareness of CSR. In this case, it is shown that the overall answers were familiar with the topic.

The second question aimed to verify if the respondents could name specific CSR initiatives undertaken by BNP Paribas.

Figure 4.4.: Respondents Analysis of CSR Initiatives



Source: Self Elaboration

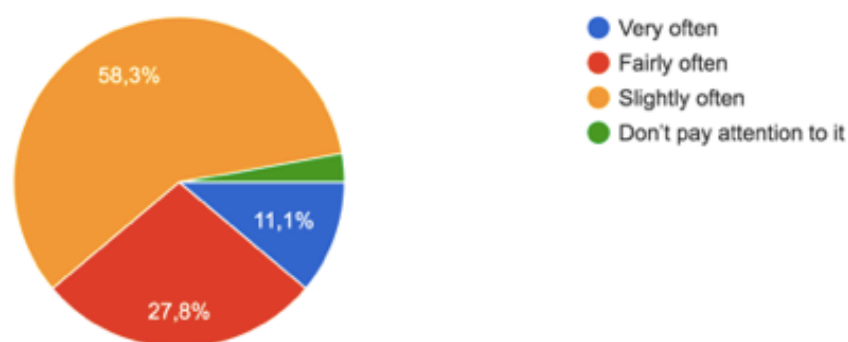
Overall, the graphic information collected is displayed above, but also includes the answers below:

- 1 Million Hours of Volunteering, namely the plant initiative
- Financial support on buying hybrid and electric vehicles
- Equal opportunities for all
- Initiative ways to get the coworkers healthy
- Investment in renewable energies
- Investment in greener energies, commitment to United Nations and SDG's
- Moving towards a net-zero economy
- Net-zero banking alliance
- Plant trees in Leiria
- No idea regarding CSR
- Promoting diversity, equity and inclusion
- Reducing carbon footprint by reducing energy consumption and raising awareness
- Support on refugees (Jesuit)
- Sustainability project in URBO for energy saving
- The "Dream Up" initiative, an educational and social initiative that aims to support the personal development
- The offering of green bonds to the market
- Volunteering hours
- Don't permit financial support to companies that enroll with carbon emissions

When replying to the questionnaire, a majority of 16.1% of the interviewers couldn't name a specific CSR initiative, while up to 6.5% and 7% named planting trees. The interesting factor in this question was the diversity of initiatives proposed by the interviewers. Commonly factors such as planting trees, volunteering hours (with kids, refugees, homeless...), offering of green bonds to the market, the “dream up” program, sustainability project in URBO for energy saving, reducing carbon footprint, beach cleaning day, commitment to SDG's and more. Further, initiatives to promote health among workers, financial support to buy electric or hybrid vehicles, and equal opportunities to all employees.

Moving on to the third question which analyzed the frequency of information shared among employees regarding the CSR activities in BNP Paribas, it was shown that the respondents are slightly faced with information about CSR activities.

Figure 5.4.: Respondents Analysis about Shared Information of CSR Activities



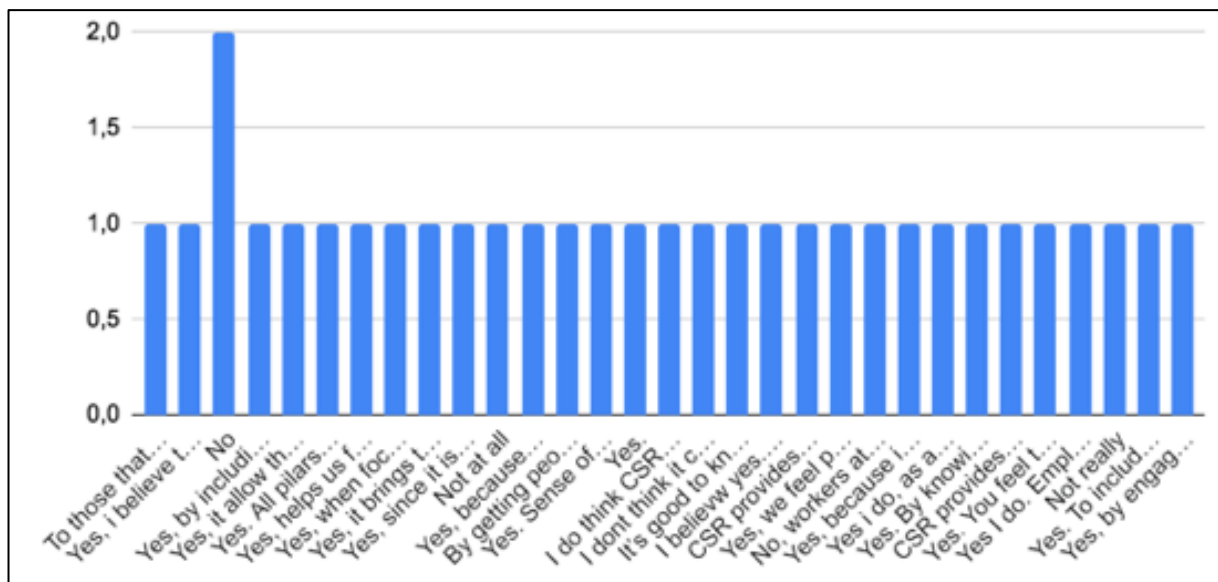
Source: Self Elaboration

The data provided that 58.3% of workers, slightly often come across information about CSR activities within the organization. Additionally, 27.8% of the time, they encounter such information fairly often. Furthermore, 11.1% of the time, workers come across CSR activities very often. However, there is a small portion, 2.8%, who mentioned that they don't pay attention to CSR activities within the organization. It seems the problem isn't the communication channels, but how the bank could engage with clear sharing of such initiatives.

While conducting to the fourth question, the goal was to analyze if CSR triggered employee satisfaction. It was gathered that the impact of CSR on employee's satisfaction vary from employee well-being, to be part of something bigger and better. Also, to know that the

company is concerned about social issues, positive impacts in the community. Mostly answers were linked to satisfaction, safety, sense of purpose and belonging, as well as good practices, raise awareness and environmental support.

Figure 6.4.: CSR linked With Employee satisfaction



Source: Self Elaboration

The above graphic displays the collection of answers from the fourth question of Part B. The rate difference of 6,3% is defined by *no* and the remaining is measured equally with a 3,1% rate described accordingly as below:

- To those that enjoy it yes.
- Yes, I believe that most employees want a work environment that is prioritizes equality, sustainability and technological/economic development.
- No.
- Yes, by including us in some of the initiatives, we actually see the results, it's not just on paper.
- Yes, it allows the employees to engage in various enriching initiatives that allow not only to bind as colleagues but to be part of something bigger and better for all.
- Yes. All pillars are important for the employee satisfaction and we see them in place.
- Yes, helps us feel good to work for a company that cares.
- Yes, when focused in employee wellbeing measures.

- Yes, it brings the organization closer to employees.
- Yes, since it is an extra tool in which the employees can feel they give back to society.
- Not at all.
- Yes, because I think every company should have a CSR.
- By getting people in touch about the same interests and promote that exchange and possibility.
- Yes. Sense of belonging, self-well-being, etc.
- Yes.
- I do think CSR provides employee satisfaction because these initiatives can create a sense of purpose and pride among employees. As organizations recognize the value of CSR beyond external impacts and begin to integrate it into their employee-centric strategies, the potential for enhanced employee satisfaction and overall well-being becomes increasingly evident.
- I don't think it changes the employee satisfaction
- No.
- It's good to know you are working for a company that has a positive impact in your own community, country, society... it provides a sense of safety and satisfaction.
- I believe yes. Personally, I like to know that the company i work for has concerns about social issues and that can use the influence of a big company to improve the environment where I live.
- CSR provides satisfaction to employees by providing the tools to be involved in non-work-related initiatives and develop positive skills on social, environmental, Civic and economic responsibility.
- Yes, we feel part of the solution.
- No, workers at BNP Paribas Wealth Management are underpaid thus not allowing such activities to have a relevant effect
- Yes, because is a satisfaction can make you healthier and provide you more ways to know colleagues.
- Yes, I do, as an employee I see myself on the corporate values the bank undergoes for a better future.
- Yes. By knowing the company, we work for worries about employees and with their well-being.
- CSR provides employee satisfaction by aligning the efforts of the company with its employees, by trying to make a positive impact in the environment and therefore, the

people and nature. This makes employees responsible and motivated to supporting a company who care with more than just profit

- Yes. You feel that we are working a company aware of the Environmental issues and acts to tackle those problems. You feel proud on working in a company like that.
- Yes, I do. Employee engagement and unity in contributing to a better society.
- Not really.
- Yes. To include the people within the community, and to raise awareness on some important topics of our society.
- Yes, by engaging internally with outdoors activities.

The following fifth and sixth question were interpreted with word clouds and the goal was to analyze if CSR has a positive influence and impact in a bank's reputation and on customer relationship. Most respondents replied that CSR has a positive impact in both variables, in a way of how workers associate the bank with good projects, business reputation, customer loyalty, social and environmental impact. The decision to assemble both questions with the word clouds was due to the link between both scopes' objectives. Below is the mix of frequency encountered in each question individually and then assembled.

Figure 7.4: Word Cloud to Measure The 5th and 6th Questions



Source: Extension from Word Cloud Generator from Google Doc

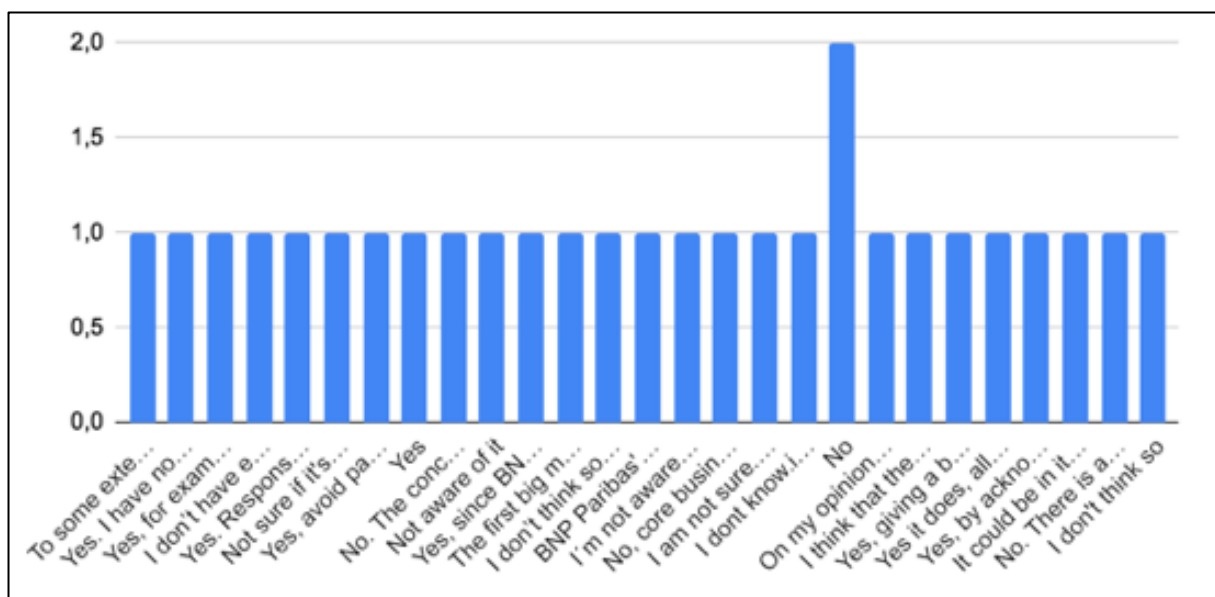
Overall the data gathered from both questions are feasible since the length and content were sufficient for identifying that in Part B, the respondents are concerned not only about how CSR has a positive influence in the bank's reputation, but also that it is complimentary to the core values. If the bank doesn't have a fair recruitment, payroll or work schedule reputation, having CSR initiatives won't be sufficient to gain reputation as much as the former policies. If all of the core components of the bank's reputation are fairly positive, then CSR can tip the scale to an overwhelmingly good reputation. In opposite, one answer affirmed that CSR isn't important as some companies don't have any social responsibility, they reflect what the market want, i.e. when someone wishes to open a bank account, the person is concerned if the bank is solid, if it will keep their money safe and bring profits. Also, this answer mentioned that customer in general don't care about non-core activities of the product or service they are buying. The author chooses to mention this opposition data gathered, due to the enhancing scope vision, not all information collected from the interviews were mainly positive.

The part C of the interview is the classification regarding employee perception of CSR on BNP Paribas. In the context of questions one and two which aimed to analyse the CSR commitment of BNP Paribas and if they prioritize in its core values. The respondents provided

their concerns through various events and equal initiatives. The interviewers mentioned the bank's CSR department participation in the daily activities, also affirmed the BNP offering opportunities that go beyond their core business operations. Furthermore, described the commitment to CSR as a seen through a top-down leadership decision, in order to provide real value to employees. Meanwhile, one reply mentioned the significance of CSR for BNP Paribas being evident through its contributions to reputation enhancement, sustainable finance leadership, social impact initiatives, risk mitigation, stakeholder engagement, innovation, and talent management. It seems that the bank's commitment to CSR aligns with the role as a responsible global financial institution that recognizes the importance of contributing positively to society and the environment.

The third question intend to verify if CSR has a positive impact on the stakeholder relationship.

Figure 8.4. Respondents Analysis of CSR and Stakeholder Relationship



Source: Self Elaboration

The biggest columns are the 12,5% rate summarized by the simply yes. However, the average of answers displayed on the above graphic are divided equally into a 3,1% rate and detailed in a sequence below.

- To some extent yes, as some guidelines have been made (for example not dealing in certain products).

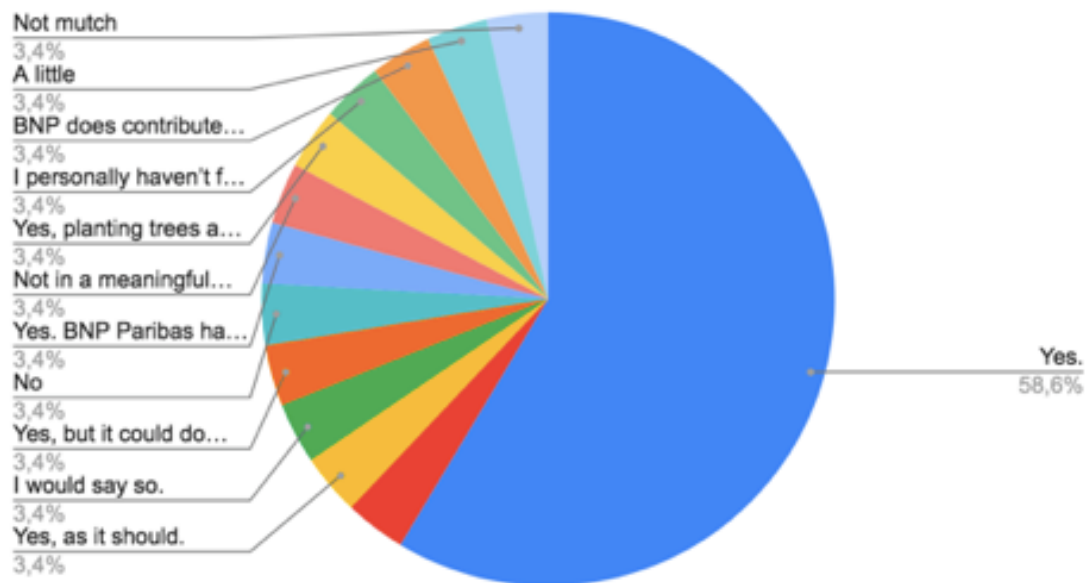
- Yes. I have noticed that the bank has a large percentage of women working at the bank and a lot of them occupy high positions, a lot of them are heads of departments. I have also seen a big effort in making the work space eco-friendlier.
- Yes, for example, by decreasing or eliminating any investment in fossil fuels
- I don't have enough information to provide a straight answer, but I can say that I see a big evolution in terms of CSR in the almost 6 years of working in BNPP.
- Yes. Responsibility towards clients and employees.
- Not sure if it's a priority.
- Yes, avoid paper and plastic waste per example.
- Yes.
- No. The concern on productivity and efficiency suppress completely the CSR when deemed necessary by the Management.
- Not aware of it.
- Yes, since BNP has a 2025 strategic plan about CSR.
- The first big measure I recall is the paperless policy.
- I don't think so. Although There may be some initiatives (workshops about CSR procedures) I don't think it prioritized.
- BNP Paribas' commitment to CSR in its core business operations appeared to be evident through its sustainable finance practices, climate initiatives, risk management approach, sustainability reporting, social impact programs, innovation efforts, stakeholder engagement, diversity and inclusion initiatives, and employee engagement strategies.
- I'm not aware of such practices.
- No, core business operation must be aligned with client needs. Naturally, since CSR is a wide term, there are tangent points, like governance and transparency, those enforced by public companies' legislation.
- I am not sure. As previously mentioned I cannot see it in specific instances but maybe in broader terms you can see the company operating in a respectful way towards their CSR policies. But I am unaware.
- I don't know. I want to believe that is a real concern.
- No.
- On my opinion the Group tries to prioritize CSR but sometimes packs of and efficient communication on the benefits of these initiatives which tends to reach only a portion of the population. Operations remain the focus.

- I think that the main objective of the bank is to win money and if the application of some measures linked to the CRS can bring more value, so it is positive.
- Yes, giving a better form at work, place and show to the client that the company is a family.
- Yes, it does, all the above-mentioned values are transmitted accordingly to all the employees, and there's an effort to mitigate certain investments which might not be in line with the bank's values.
- Yes, by acknowledging its importance before planning for strategic decisions.
- It could be in its core business but for my perception I do not find many information about it.
- No. There is a long path to go on
- No.
- I don't think so.

The data has demonstrated that a significant percentage of more than 12,5% shows that CSR initiatives positively impact a bank's reputation and stakeholder relationships. When banks actively engage in CSR activities, such as supporting social causes, environmental sustainability, and community development, they may enhance their public image and build a strong reputation as socially responsible institutions. Consequently, it can lead to increased trust and loyalty from stakeholders, including customers, employees, investors, and communities. By demonstrating their commitment to ethical practices and responsible business operations, banks can foster long-term relationships with stakeholders, contributing to the overall success, good moral values and sustainability of the organization.

In opposite, the next question intended to verify if BNP contributes to society with its CSR practices. The graphic shows some positive data of 58,6,4% yes, showing that BNP Paribas, in general does engage effectively to society as planned on its CSR annual report from 2023.

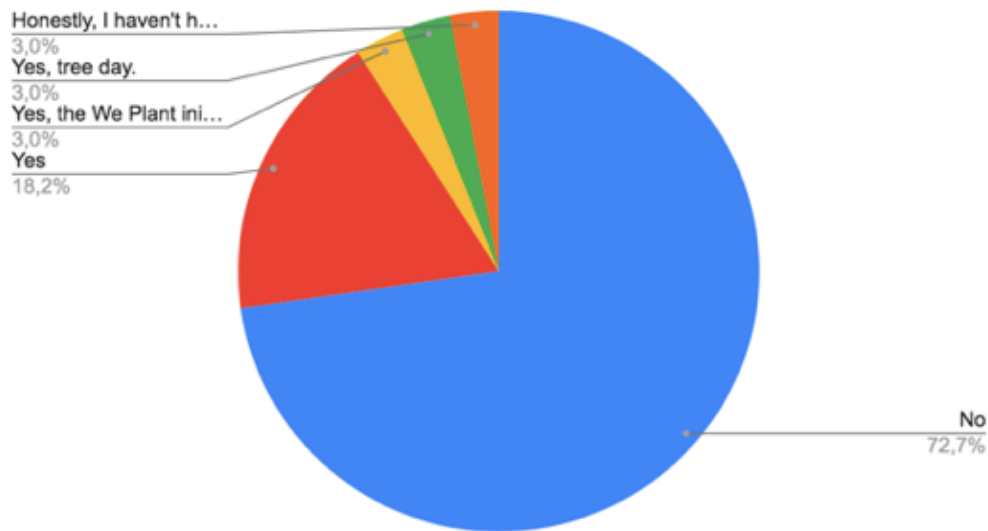
Figure 9.4. Employees Perception of CSR Practices



Source: Self Elaboration

The answers are detailed below:

- Yes.
- Yes, as it should.
- I would say so.
- Yes, but it could do more.
- Yes. BNP Paribas has demonstrated a commitment to contributing to society through its corporate social responsibility (CSR) practices. The bank has engaged in various initiatives and programs that aim to make positive impacts on societal and environmental challenges.
- Not in a meaningful way.
- Yes, planting trees and donate blood, for example, does contribute to the society.
- I personally haven't felt the impact society wise of their practices, so I can't say yes for sure.
- BNP does contribute to society with its many events during each year
- A little.
- Not much.

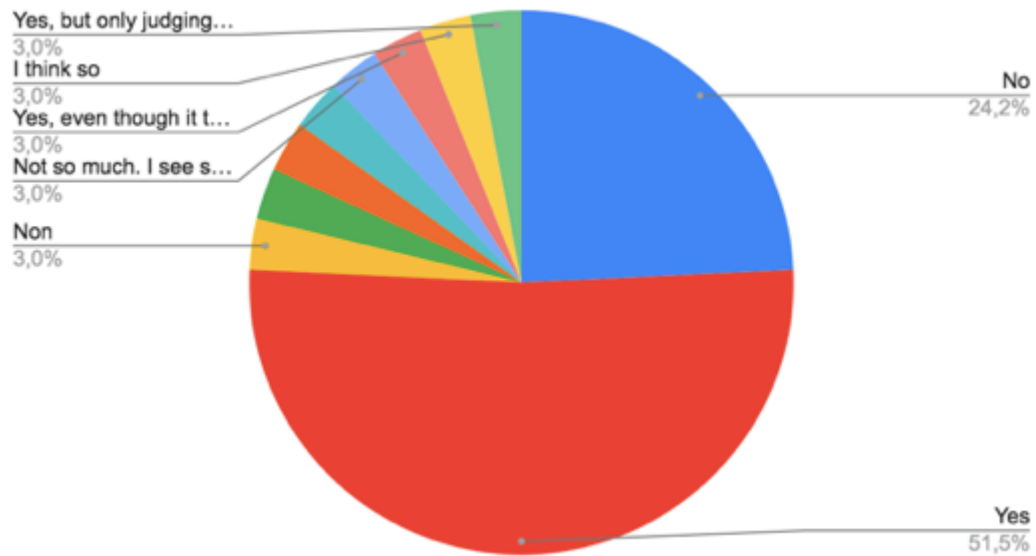


Source: Self Elaboration

Based on the answers collected, 72,7% of the respondents answered *no* when asked about their participation in CSR events, while 18,2% responded with a *yes*. This data indicates that a majority of the respondents have not yet actively engaged in CSR activities within the organization. The relatively low percentages of employees responding positively to engagement in CSR initiatives highlights the need for further exploration and understanding of the concept. It would be valuable to investigate the reasons behind the lack of engagement and identify potential barriers or challenges that might be suppressing the employee involvement in CSR initiatives.

Moving forward to the second question, the aim was to know if the employees felt supported and encouraged by the bank to participate in CSR activities. The average answers reflected that the majority (51,5%) of the interviewees supported the ideas of CSR activities.

Figure 12.4 Employees Engagement on CSR Activities

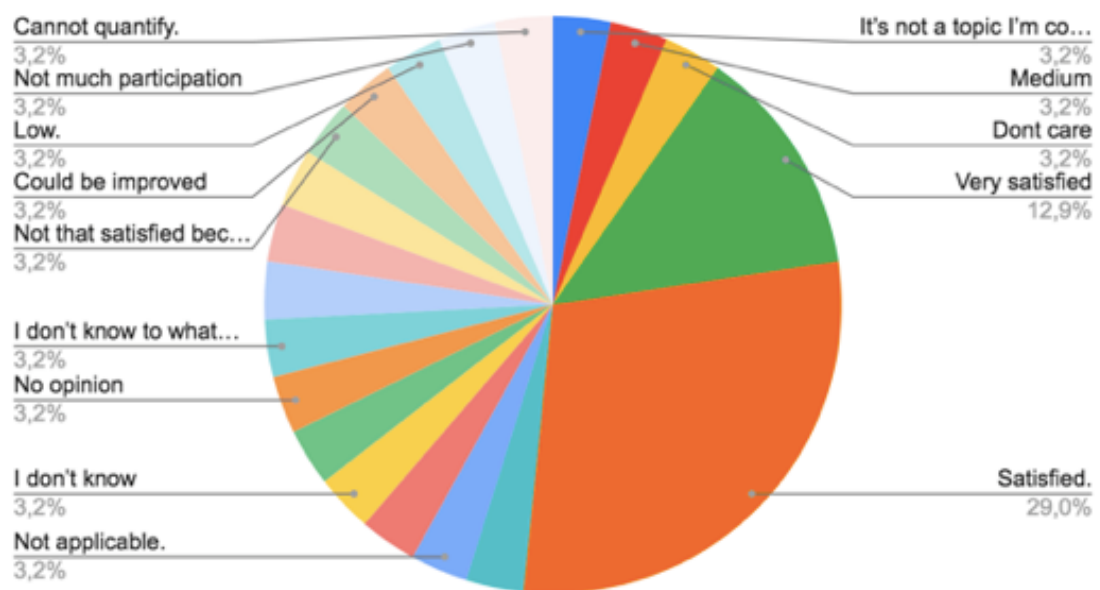


Source: Self Elaboration

A considerable percentage of more than 24,2% replied that they didn't engage with CSR events in BNP Paribas. There were some interesting factors likewise, *never been reached to participate*, or claimed that the communication is visible in the common areas, but not promoted enough. Also, some included that the activities are during the workdays and to participate it should be accorded with manager and as per workload, which can lead to a reluctant force to engage in such activity. Consequently, the third question connects the level of satisfaction of employee engagement in BNP and surprisingly, the answers were mainly neutral.

The third question aimed to analyze the employee engagement level in the CSR activities practiced in BNP Paribas.

13.4 Employee Level of Satisfaction on BNP Paribas CSR Events



Source: Self Elaboration

The satisfaction level of satisfied and very satisfied sums up with a rate of 41,9% which can be considered as a subject to be improved. The common answers indicated that the possible factors that leads to the lower engagement include a lack of awareness or understanding about the importance and impact of CSR, the insufficient communication and information shared regarding CSR initiatives, or limited opportunities for employees to actively participate in CSR activities. Other replies commented that CSR is not a topic much evaluated and not a concern to the employees. Also, that the bank does not engage with them in such activities and that they cannot quantify the employee level.

The following two last questions from Part D, aimed to analyze BNP Paribas ethical practices and transparency on their committed actions of CSR. As previously mentioned, ethical practices and transparent operations form the core of Corporate Social Responsibility in the banking industry, so the next questions were elaborated to focus on this objective.

The replies confirmed that the bank recognizes the importance of complying with laws and regulations to ensure client satisfaction. Some answers also mentioned that the several trainings and e-learnings surrounding themes such as fraud combat, money laundering, anti-terrorism policies and compliance are a huge help for further acknowledgement. In some other answers, it was shared that there's segregated information about CSR, leading to unclear conclusions. Further comments were about the bank not being clear with its information shared, and that sometimes it *hides* information from time to time. For both answers, the data

conclusion was that there is initiative and commitment for CSR activities, but transparency is something that needs to grow around the engagement of BNP Paribas with CSR events and practices.

In the last chapter, it was provided an open space for respondents to name and expand their ideas of CSR approaches. The focus was to obtain an explanation of the own change approach, considering the design thinking elements below (Szostak, 2021).

Figure 11.4. The Five Design Thinking Elements



Source: Self Elaboration

The first two questions are aligned with the core values of CSR and the design thinking elements. The goal was to collect relevant information from the employees about CSR archetypes and the success factors for CSR events. Both questions were merged due to their similarity on the answers collected. The replies varied from engaged communication, community support, conferences and workshops to clarify the concept of Corporate Social Responsibility and define the initiatives, social work, clear policies. Overall, activities that engage in the sense of corporate belonging. Furthermore, local activities, planting trees, empathy when requesting the employee's suggestion for possible CSR activities. As per the five core values, clear communication and transparency were selected as per the frequency mentioned. Community engagement and employee well-being followed as the second most common topic from the design thinking elements.

The below figure displays the mix of suggestions collected from the first two questions aligned with the design thinking elements.

Figure 12.4. Answers from the 1st and 2nd linked with the Design Thinking Elements

Questions X Design Thinking Elements	Transparency	Employee Well-being	Customer Impacts	Community Engagement	Environmental Sustainability
How would you describe an ideal CSR activity to engage in employee perception?	Conference calls, workshops, forums, clear communication.	Flexible activities that do not create burden on employees, support activities for the health.	Clear policies.	Helping animal shelters, donation, volunteer with refugees, rebuilding houses.	Replanting pine trees, installation of solar pannels in all BNP offices.
What are the most important elements (success factors) for you in this context?	Direct information, real data about the CSR activities for the employees.	Self-development and social bonds with colleagues, clear sense for strategies and initiatives.	Managers endorsement.	Volunteer Opportunities.	Combact to climate change, assist with flexible landing for sustainable vehicles.

Source: Own elaboration

The third question aimed to collect who should be included on the guiding coalition within the organization for CSR initiatives within BNP Paribas. The respondents suggested a wide range of employees, also the bid higher-ups, such as the head of territory, or a special team dedicated to CSR could be part of the initiative. Additionally, they emphasized the importance of involving anyone that should be interested in participating, including the cleaning services, management, heads of departments, and the CEOs. Some respondents also suggested that trainees should be part of the guiding coalition. Also, the Human Resources department was indicated as a critical participant. Overall, the respondents were carefully selected for this interview due to their inclusivity on involving a broad range of individuals in the CSR guiding coalition, describing the activity of CSR as *acting with passion*.

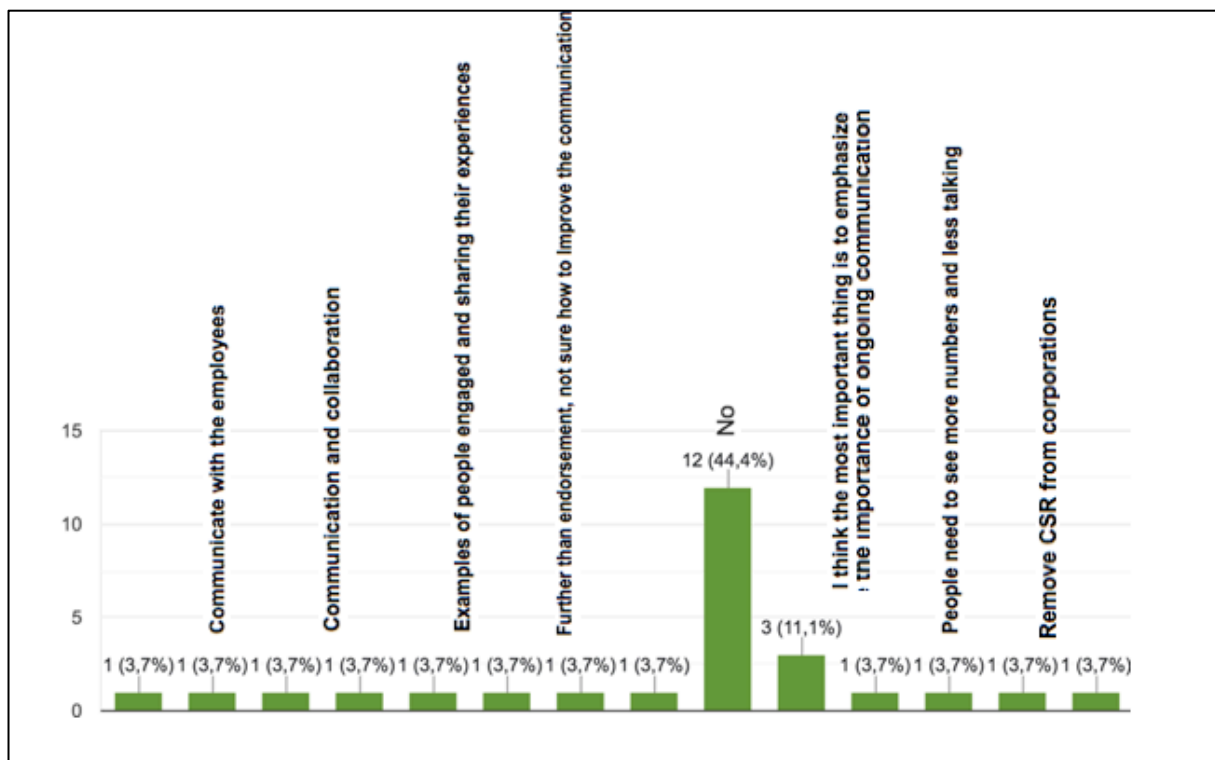
The fourth question intended to gather the respondent's vision and strategy for CSR projects in BNP Paribas, and how it should be communicated to employees. Most answers indicated using sharing broadcasts channels and e-mails in a way that sparks interest rather than being a forced obligation. Meetings, podcasts, conferences, and newsletters were also suggested as effective communication channels. The *Echonet* (BNP's intranet) and email platforms were mentioned as suitable vectors for sharing CSR information. Also, that the information should be shared among the team, following a general presentation with incentives.

Additionally, suggestions were made to use the TVs in the common areas like coffee corners and canteens to make the information more visible. Lastly, respondents suggested using the company's information portal and direct communication between superiors and their subordinates as an effective way to communicate the vision and strategy for CSR projects to

employees. These additional suggestions highlight the importance of considering legislative requirements, providing comprehensive information about CSR impacts, and fostering collective communication and involvement within the organization.

The fifth question was to analyze if there were any specific element that might be added to ensure clear and compelling vision of CSR strategies. The majority of 44,4% responded with *no*, indicating that the current events of CSR on BNP Paribas are sufficient for this cluster. They highlighted the importance of communicating with employees about the theme and emphasized the significance of ongoing communication and updates.

Figure 13.4. Employee Suggestions for Future CSR Initiatives



Source: Self Elaboration

It is important to mention that most common replies advise on communication and collaboration, working engagement, sharing experiences, as well as more action and less marketing. Also, emphasis on the importance of ongoing activities, ensuring that employees would receive regular progress reports and insights into the bank impact.

The last question is about how BNP Paribas employees perceive the importance of CSR core elements, during a change of intention in the context of banking operations. The following points can be summarized:

- The respondents stated that all of the core elements of CSR are of great importance to BNP Paribas employees;
- Acknowledgement that not all aspects of employees' well-being, particularly salaries, are currently being adequately met;
- They expressed optimism and a desire to believe that with time, there will be fairer compensation for employees;
- All of the 5 elements are key during a change intention, but the most relevant experience are Transparency, employee's well-being and community engagement.

Overall, the data collected supported BNP Paribas level of engagement with CSR, however affirmed that there is a need from the employees to be more connected with the companies' core values and responsibilities, with more events and awareness communications. The employees are motivated to participate and acknowledge further CSR concepts. The responses highlight the significance of the core elements of CSR within BNP Paribas. It also suggests a specific concern regarding salary-related aspects, which impacts the employee well-being. Despite this concern, there is room for improvement and a clear belief in the potential for fairer compensation in the future.

To summarize the answers with the core of this dissertation, it was concluded that the majority of employees have some interest in CSR, but with insufficient knowledge. The lack of available information appears to be the driving factor for this.

4.2. Synthesis of Results

Nowadays, where social and environmental responsibility is becoming increasingly important to consumers, it is essential for banks to prioritize CSR in order to maintain a positive reputation and attract new clients. In this research, the bank BNP Paribas was chosen for a deep analysis. Additionally, it was intended to verify if implementing CSR initiatives could also help address important societal issues such as the climate crisis and inequality among employees.

Based on this literature review, the employee perception of CSR is aligned with the concepts of ethical, philanthropic, legal and economic as per Carroll's pyramid of CSR (Carroll A. , 1991). Further definitions of CSR were collected, and some more relevant for the cross-reference of data collection, such as the definition of CSR being a voluntarily basis initiative, which companies invest more into the human capital, environment and relation with its stakeholders (Anon, 2013). The feedback from BNP Paribas workers, highlights the importance of understanding their preferences of CSR activities and initiatives in order to effectively implement more engagement with the concept.

Additionally, BNP Paribas displays its CSR awards and initiatives on their platforms, Websites and magazines, however, as per answers gathered in the open questionnaires, there is room for improvement in terms of communication and transparency surrounding CSR practices within the organization. It was concluded the need for an increase in the communication and transparency within BNP Paribas and the CSR department. Mostly regarding the concept definition, practices and initiatives. As per previously mentioned, and linked with the collected data, being socially responsible means to go beyond compliance and invest more into human capital (ITC-ILO, 2012). This could help foster a better understanding and engagement with the company core values, also with the CSR concept, which might lead to a more mature and committed workplace.

Furthermore, the respondents frequently mentioned that CSR initiatives have a positive influence on the bank's reputation, by actively working towards social and environmental issues. This was mentioned to prospect new clients who value CSR and improve the perception of the bank among the public. From the data collected, and when the concept of CSR was acknowledged, it seemed that the interviewers had a positive perception of CSR initiatives.

In contrast, some collected answers mentioned that CSR does impacts and influences the bank's reputation, but only when complimentary to the organization core values. If the bank doesn't have a fair recruitment, payroll or good work schedule reputation, having CSR won't change the reputation as much as the former policies (Freeman, 1984). If, all of the core components of the bank's reputation are fairly positive, then CSR can evolve an overwhelmingly good reputation among the employees.

When CSR was highlighted about the impact on customer relationship, mostly answers were positive, meaning that CSR has a profound impact on customer relationships by aligning with customer values, creating a positive brand image, fostering emotional connections,

building a sense of belonging, differentiating the brand, engaging customers, building trust, generating advocacy, nurturing long-term relationships, and addressing negative perceptions (Weerasundara, 2015). All of these factors contribute to a stronger and more loyal customer base.

5. Conclusion, Limitations and Considerations

5.1. Findings

The goal of this research was to analyse the employee perception of BNP's Corporate Social Responsibility initiatives. The focus was on examining the perceptions of employees within the banking industry as a single group of stakeholders. Since there was a wide range of CSR information among BNP Paribas installation and *Echonet*, the author was intrigued to verify if CSR was indeed a relevant topic between the employees.

The goal addressed surrounds the below questions to verify the understanding of the employee perception of CSR and how BNP applies these practices. The questions are:

What is the employee perception of CSR in BNP Paribas?

How does BNP Paribas apply CSR practices?

According to Carroll's theory of four dimensions for CSR - economic, legal, ethical, and philanthropic - (Carroll & Carroll, 1979), and based on the chapter of literature review, it is clear that BNP Paribas has a strong focus on all these aspects. The bank's employees have a positive perception of CSR and are engaged with the events when shared effectively. The bank is committed to CSR through their real actions and initiatives, detailed in some answers such as, the dream up initiative, beach cleaning day, planting trees in specific locations, volunteer in foster cares, and more. It was concluded that BNP Paribas is making a meaningful contribution to society by creating an engaged society work environment, as per ILO definition. The data collected is aligned with the importance of continuously evaluating and improving CSR initiatives to ensure a positive impact for employees and society (ITC-ILO, 2012). Both Carroll and ILO definitions of CSR are combined for this research, since Carroll intends to integrate the four matrixes into the organization core values and ILO defines CSR as a concept to integrate and promote the interaction with stakeholders on a voluntary basis.

In order to use CSR as a benefit and win-to-win both for society and the bank, the roles of the employees are crucial (Kataria, Garg, & Kataria, 2013). If employees are meant to implement in the initiatives, or take responsible decisions and engage with CSR practices, the bank should be in place and ready to deliver it. Indeed, this perception is aligned with the definition from Luu, who described CSR as a force to pull customers to the organization mission and values, with the goal of influence positively in participating in the company events. (Luu, 2019).

The findings of this research show that amongst the 37 interviews, 54,5% of the respondents didn't participate or involved in any CSR practices from BNP Paribas. This data was gathered from the part D, question one, which indicate a lack of awareness or engagement among a significant portion of the employees. In contrast, in the second question 33,3% of the respondents confirmed that they feel encouraged and supported by the organization. This shows that BNP Paribas is making efforts to engage its employees in CSR initiatives. From the data collected, it was concluded that there is a wide understanding of CSR, but no specific definition was found, just as mentioned in the literature review (Dahlsrud, 2006).

While asking the employees about their CSR affiliation in their workplace, the response was based on their standpoint. Overall, the comments refer that the information shared is mostly communicated via *intranet*, and it was reported to be rare, and therefore overlooked. For a range of this population, activities such as workshops and room meetings should be a start point for further CSR acknowledgment and understanding among BNP employees.

The Group was analysed as being responsible for ethical events (Paruzel, 2020). Additionally, the involvement of the bank in promoting CSR initiatives is aligned with the sense of pride and belonging amongst employees, leading to increased job satisfaction and overall well-being (Weerasundara, 2015). Therefore, it is crucial for BNP Paribas to keep integrating CSR practices into their operations.

Based on the ethical practices and responses, it is clear that BNP Paribas prioritizes ethics in its banking relations. The participants mentioned that the strong ethical policy and closely monitored procedures demonstrates a commitment to upholding ethical standards in all aspects of the bank's operations. The mandatory e-learning reinforces this commitment and ensure that all employees are aware to participate with ethical practices. This not only improves the bank's reputation but also contributes to a more ethical and responsible banking industry. Therefore, BNP Paribas' having the focus on ethics in its operations is a crucial aspect of its overall CSR strategy and positively impacts its reputation.

In conclusion with the stakeholder approach (Freeman, 1984), the business initiatives have a significant impact on a bank's reputation. By addressing the interests and needs of its stakeholders, such as employees, customers, and the community. With this in mind, banks can improve their reputation by building positive relationships with these groups, strengthening the sense of belonging and clearer perception.

5.2. Limitations

There are few limitations in this work that need to be acknowledged. This paper focus was on a specific bank, BNP Paribas, which by the time was a convenient choice. For future researches, it is important to focus on more than one bank, so comparisons could be made, and further conclusions could be collected. It is important to note that this thesis is based on a convenience sample, therefore, the results are not deducted of the entire population, as such they cannot be generalized.

The main limitations of this paper are the lack of articles specifying the impact of CSR among the employee perception on the banking industry, especially in Portugal. This is mainly due to the several CSR definitions along the years, difference between values, culture, and community. This dissertation aims to contribute to the existing literature due to the reports on the CSR banking industry still lacking numbers.

5.3. Contributions

The data collected can be used as an important starting point to identify the improvement areas for banks to assess their current level of employee engagement in Corporate Social Responsibility initiatives and events. By understanding the reasons behind the responses, organizations can develop targeted strategies to enhance employee awareness, involvement, and commitment to CSR initiatives. In turn, it can help the Group to build a more sustainable and socially responsible workplace culture, as well as enhancing the bank's reputation, benefitting both the organization and its stakeholders.

To further expand the CSR topic, it would be valuable to explore CSR among different banks. This would provide additional insights and hypotheses for comparing expectations and perceptions across different banks. Such research could assist the banks in better understanding how CSR is perceived and enable each, to adapt their engagement strategies with different stakeholders. Furthermore, BNP Paribas should implement an e-learning focused on CSR concept, practices and initiatives. This not only allows the company to share valuable insights, but also promotes further communication and engagement with its employees regarding CSR.

Bibliography

- Allen, C. (1971). *A Statement by the Research and Policy Committee*. Charles Allen & Company Inc.
- Aminu, A. (2023). *Corporate Social Responsibility: A Review on definitions, core characteristics and theoretical perspectives*. Modibbo Adama University of The Commission Green Paper on the Long-term Financing of the European Economy: the European Banking Federation response.
- Armstrong, J. (2013, October). Effects of corporate social responsibility and irresponsibility policies. *Journal of Business Research*, 66(10), 1922-1927.
- Azim, M. (n.d.). *Corporate Social Responsibility reporting: Illustrations from a less-developed country*. University of South Australia.
- Banco de Portugal. (2009). Financial Stability Report.
- Bhattacharya, C., Korschun, D., & Sen, S. (2008, April 10). Strengthening Stakeholder–Company Relationships Through Mutually Beneficial Corporate Social Responsibility Initiatives. *Journal of Business Ethics*, 85, 257-272.
- Bjørneseth, P., & Almir, C. (2017). *Corporate Social Responsibility (CSR): The Role of Internal Communication and Employee Engagement*. Faculty of Business Administration, campus Rena, Business Administration, Rena.
- Bolibok, P. (2021). Value Relevance of Financial Data in the Banking Sector: Evidence from Poland. *Sustainability*, 13(21).
- Bowen, H. (2013). *Social Responsibilities of the Business Man*. Iowa City, Iowa, United States: Univeristy of Iowa Press.
- Carnegie, Andrew. *The Gospel of Wealth*. New York: Carnegie Corporation of New York, 2017 (first published in 1889).
- Carroll, Archie B. (1979, October). A Three-Dimensional Conceptual Model of Corporate Performance. 4(4), 497-505.
- Carroll, Archie B. (2016). Carroll's pyramid of CSR: taking another look. *International Journal of Corporate Social Responsibility*, 1(3).
- Carroll, A. (1991, July 2021). *The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders*.

- Castelo Branco, M., & Rodrigues, L. (2006, October 17). Corporate Social Responsibility and Resource-Based Perspectives. *Journal of Business Ethics*, 69, 111-132.
- Cesar, S. (2021). Corporate social responsibility fit helps to earn the social license to operate in the mining industry. *Resources Policy*, 74.
- Cesar, S. (2021). Corporate social responsibility fit helps to earn the social license to operate in the mining industry, *Resources Policy*. 74(101814).
- Commission, E. (2019). *The European Green Deal sets out how to make Europe the first climate-neutral continent by 2050, boosting the economy, improving people's health and quality of life, caring for nature, and leaving no one behind*. Brussels.
- Davis. (1973). The Case for And against Business Assumption of Social Responsibilities. *Academy of Management Journal*, 16, 312-322.
- Djalilov, K. (2015, January). Corporate Social Responsibility and Bank Performance in Transition Countries. *Corporate Ownership and Control*, 13 (1), 669-678.
- European Union. (2014). DIRECTIVE 2014/95/EU OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 22 October 2014 . *Official Journal of the European Union*.
- Expatica. (2023, July 23). *Banking in Portugal*. Retrieved from Expatica: <https://www.expatica.com/pt/finance/banking/banking-in-portugal-1101590/#:~:text=Portugal%20has%20a%20modern%20banking>
- Fatmawati, I., & Fauzan, N. (2021). Building Customer Trust through Corporate Social Responsibility: The Effects of Corporate Reputation and Word of Mouth. *Journal of Asian Finance Economics and Business*, 8(3), 793-805.
- Freeman, Edward R., & McVea, J. (2001). *A Stakeholder Approach to Strategic Management*. University of Virginia .
- Gallardo-Vazquez, D., Valdez-Juarez, E., & Castuera-Diaz, A. (2019). *Corporate Social Responsibility as an Antecedent of Innovation, Reputation, Performance, and Competitive Success: A Multiple Mediation Analysis*. Badajoz, Spain, Spain.
- Hemingway, C., & MacLagan, P. (2004). Managers' Personal Values as Drivers of Corporate Social Responsibility. *Journal of Business Ethics*, 50, 33-44.
- Herzig, C., & Moon, J. (2009). Corporate Social Responsibility, the Financial Sector and Economic Recession.

- Hurd. (2022, September 1). Ethical Banking: The Top Socially Responsible Banks. *Forbes Advisor*.
- Idowu, S. (2013). *Encyclopedia of Corporate Social Responsibility*. Springer.
- ISO - International Organization for Standardization. *Guidance on Social Responsibility*. (2010). ISO 26000:2010. ISO.
- ITC-ILO. (2012). *International Instruments and Corporate Social Responsibility*. International Labour Organization, International Training Centre.
- Kalmukov, Y. (2021). Using Word Clouds For Fast Identification of Paper's Subject Domain and Reviewer's Competences. Retrieved from <https://browse.arxiv.org/pdf/2112.14861.pdf>
- Kataria, A., Garg, R., & Kataria, A. (2013, April). Effective Internal Communication: A Way Towards Sustainability. *International Journal of Business Insights and Transformation*, 6(2).
- Kaul, A. (2015). *The Economic Case for CSR: The Competitive Advantage for profit firms in the market for social goods*. Carlson School of Management University of Minnesota, Minnesota.
- Khaw, K. (2023). Reactions towards organizational change: a systematic literature review. *Current Psychology*, 42(19137-19160).
- Koller, T. (2020). *Valuation: Measuring and Managing the Value of Companies* (Vol. 7). McKinsey & Company Inc.
- Kotler, P., & Lee, N. (2004). *Doing the Most Good for Your Company and Your Cause*.
- Lentner, C. (2015). Corporate Social Responsibility in the Banking Sector. Public Finance Quarterly. *Scientific Research*(60), 95-103.
- Licandro, O. (2023, July 7). Definition of Corporate Social Responsibility as a Management Philosophy Oriented towards the Management of Externalities: Proposal and Argumentation. *Sustainability*, 15(10722).
- Luu, T. (2019, March 9). CSR and Customer Value Co-creation Behavior: The Moderation Mechanisms of Servant Leadership and Relationship Marketing Orientation. *Journal of Business Ethics*, 155, 379-398.

- Marrewijk, M. (2003, May). Concepts and Definitions of CSR and Corporate Sustainability: Between Agency and Communion. *Journal of Business Ethics*, 44, 95-105.
- Memon, K., Ooi, S., Saima, K., & Bilquees, G. (2021). Mediation: Moderation mechanism between the relationship of corporate social responsibility and employees' promotive voice behavior. *International Journal of Business Science & Applied Management (IJBSAM)*, 16(1), 50-68.
- Meseguer-Sanchez, V., Galvez-Sanchez, F., Lopez-Martinez, G., & Molina-Moreno, V. (n.d.). Corporate Social Responsibility and Sustainability. A Bibliometric Analysis of Their Interrelations. *Sustainability* 2021, 13(1636), 18.
- Monachino, M. (2016). *The Corporate Social Responsibility (CSR) approach as a framework for business involvement in health promotion in the welfare state*. Escola Nacional de Saúde Pública, Lisboa, Portugal.
- Ozdora, E. (2016). Corporate social responsibility and CSR fit as predictors of corporate reputation: A global perspective. *Public Relations Review*, 42(1), 79-81.
- Paribas, B. (2022, December). *BNP Paribas Portugal wins the “Diversity & Inclusion” award at the the Prémios RH 2022*. Retrieved from <https://www.bnpparibas.pt/en/bnp-paribas-portugal-wins-the-diversity-amp-inclusion-award-at-the-premios-rh-2022/>
- Paruzel, A. (2020, December 14). Scrutinizing Social Identity Theory in Corporate Social Responsibility: An Experimental Investigation. *Frontiers in Psychology*, 11.
- Pedroso, P. (2014). *Portugal and the Global Crisis*. Friedrich Ebert Stiftung.
- Pimenta, M. (2020). *The Portuguese banks are grounded: A view of evolution, performance and CSR on the big five Portuguese Banks*. Universidade Catolica Portuguesa.
- Queiros, A. (2017). Strengths and Limitations of Qualitative and Quantitative Research Methods. *European Journal of Education Studies*, 3(9).
- Savitz, A., Weber, K. (2013). *The Triple Bottom Line: How Today's Best-Run Companies Are Achieving Economic, Social and Environmental Success - and How You Can Too*. United Kingdom: Wiley.
- Scheinbaum, A., Lacey, R., & Liang, M. (2017, December). Communicating Corporate Social Responsibility to Fit Consumer Perceptions: How Sincerity Drives Event and Sponsor Outcomes. *Journal of Advertising Research*, 57(4), 410-421.

- Scholtens, B. (2008, June 25). Corporate Social Responsibility in the International Banking Industry. *Journal of Business Ethics* volume , 86, 159-175.
- Sharma, A., & Kiran, R. (2012, June). Corporate social responsibility: A passion of large organizations or a commitment to the society. *African Journal of Business Management*, 6(22), 6696-6708.
- Shayan, F., Mohabbati-Kalejahi, N., Alavi, S., & Zahed, M. (2022, January). Sustainable Development Goals (SDGs) as a Framework for Corporate Social Responsibility (CSR). *14(1222)*.
- Szostak, B. (2021). The Role of Design Thinking in Corporate Social Responsibility (CSR) Strategy and Its Influence on Innovation. *Journal of Innovation Economics & Management*, 34, 169-195.
- Tian, G., Pekyi Dodzi, G., Chen, H., Sun, H., & Wang, X. (2021, January 11). Sustainability-Conscious Stakeholders and CSR: Evidence from IJVs of Ghana. *MDPI Basel*, 13, 639.
- Tworzydło, D. (2021, August). Changes in the demand for CSR activities and stakeholder engagement based on research conducted among public relations specialists in Poland, with consideration of the SARS-COV -2 pandemic. *CSR and Environmental Management*, 29(1), 135-145.
- United Nations Industrial Development Organization (2023). Who we are | UNIDO. (n.d.).
- Vallaster, C., Lindgreen, A., & Maon, F. (2012, April 1). *54(3)*.
- Verk, N. (2021, January). A Dynamic Review of the Emergence of Corporate Social Responsibility Communication. *Journal of Business Ethics*.
- Visser, Wayne (2008). The Forces Shaping Corporate Sustainability and Responsibility, CSR International Inspiration Series. 3.
- Visser, W., Matten, D., Pohl, M., & Tolhurst, N. (2010). *The A-Z of Corporate Social Responsibility* . John Wiley & Sons, Ltd.
- Weerasundara, N. (2015). *The influence of corporate social responsibility on an employee's sense of belonging*. Master Thesis, Victoria University of Wellington , Master of Commerce.

APPENDIX A

A - Interview Script to Analyse the Employees perception of BNP Paribas in Portugal

The Employee Perception of Corporate Social Responsibility

Notice

Your participation is voluntary. Your response is based on personal beliefs and will only be utilized for this research. The information obtained will be handled anonymously, and according to the rules of the General Data Protection. The interview is carried out by recorded voice memo, according to the possibility of the interviewee. The interview will take approximately 15-25 minutes

The chosen data collection process was the semi-structured interview, based on a script. To carry out this interview, we asked for the collaboration of 20 employees of BNP Paribas in Lisbon, in the Wealth Management and Corporate Investment Banking departments.

The information obtained constitutes anonymous information in support of this research work. The exploration of the effects of CSR on various stakeholders is a relatively recent focus in CSR research (e.g., Becker-Olsen, Cudmore & Hill, 2006; Maignan, Ferrell & Hult, 1999). The aim of this questionnaire is to shed light on how employees specifically respond to bank engagement in CSR activities and practices.

Introduction

In recent years, the significance of Corporate Social Responsibility (CSR) has grown substantially, often due to public scandals and mismanagement. increased demands from customers and employees. Overall, the general public, non-governmental organizations, and government entities have made organizational and corporate leaders more aware of the importance of good practices of CSR. However, there is a common misconception about CSR, as some people believe it is solely about charitable services provided by companies. In reality, CSR encompasses a broader concept of making positive contributions to society, which can include initiatives related to environmental sustainability, ethical business practices, employee well-being, and community development, among others.

Clarifications about CSR drivers:

Transparency: Communicate openly and honestly with all stakeholders, including employees, customers, and the community, about any changes taking place. This helps build trust and ensures everyone knows the company's intentions and goals.

Employee Well-being: Prioritize the well-being of your employees during the transition. Offer support, resources, and clear communication to address any concerns or questions they may have. This can include providing training opportunities to help them adapt to the changes.

Customer Impact: Assess the potential impact of the changes on your customers and take steps to minimize any negative effects. This could involve providing alternative solutions, personalized support, or educational materials to help them navigate the transition smoothly.

Community Engagement: Continue to support the local community by actively participating in initiatives that align with your company's values. This can include volunteering, donating to charitable causes, or partnering with local organizations to address social and environmental issues.

Environmental Sustainability: Evaluate the environmental impact of your operations and take steps to minimize your carbon footprint. Consider implementing sustainable practices such as reducing waste, conserving energy, and promoting eco-friendly initiatives.

Do you agree to proceed with this questionnaire interview and to participate in this questionnaire?

YES

NO

Initial questions

What is your perception of Corporate Social Responsibility?

How does BNP apply these CSR initiatives and practices?

PART I

Part A. Classification regarding employee demographic information.

1. What is your age group?
 - a. 20 to 24
 - b. 25 to 29
 - c. 30 to 34
 - d. 35 to 49
 - e. 40 to 45
 - f. up to 46
2. Where are you from?
 - a. Portugal
 - b. Brazil
 - c. France
 - d. Germany
 - e. Switzerland
3. Since when you do work in BNP Paribas – Wealth Management?
 - a. Less than 1 year
 - b. Between 1 and 2 years
 - c. More than 2 years and up to 4 years
 - d. More than 5 years
4. What is your role within the organization at the level of seniority?
 - a. Junior
 - b. Senior
 - c. Team leader

- d. Management
5. Do you work remotely/on-site or in a hybrid arrangement?
- a. On-site (Office)
 - b. Hybrid (on-site and remotely)
 - c. Remotely
-

Part B. Classification regarding awareness of CSR.

1. How familiar are you with BNP Paribas CSR initiatives?
- a. Very familiar
 - b. Fairly familiar
 - c. Familiar
 - d. Slightly familiar
 - e. Not at all familiar
 - f. No Opinion
2. Could you name a specific CSR initiative undertaken by the bank?
3. How often do you come across information about CSR activities within the organization?
- a. Very often
 - b. Fairly often
 - c. Often
 - d. Slightly often
4. Do you think CSR provides employee satisfaction? How?
5. In your opinion, does corporate social responsibility have a positive influence on a bank's reputation? If so, why do you believe this to be the case?

6. Can corporate social responsibility have an impact on customer relationships? If so, what are your thoughts on why this might be the case?
-

Part C. Classification regarding employee perception of CSR on BNP Paribas.

1. Considering BNP Paribas' commitment to corporate social responsibility, how would you assess the significance of CSR for the bank? Could you provide specific instances to support your perspective?
 2. In your opinion, does BNP prioritize CSR in its core business operations? How?
 3. Do you think CSR positively impacts the bank's reputation and stakeholder relationships? How?
 4. Does BNP contribute to society with its CSR practices?
 5. Why do you think BNP implemented CSR activities? Please explain with your ideas.
-

Part D. Classification regarding employee engagement on CSR.

1. Have you personally been involved in any CSR practices organized by BNP Paribas?
2. Do you feel encouraged and supported by the organization to participate in CSR activities?

Please justify your answer.

3. How satisfied are you with the level of employee engagement in CSR at BNP Paribas?
4. In your experience, do you feel that BNP Paribas prioritizes ethical practices in its banking operations? Please justify your answer.
5. How transparent do you think the bank is in disclosing information about its ethical commitments and actions? Please explain your answer.

PART II

Explanation of the own change approach / Consideration of Design Thinking elements:

In the following four questions you are welcome to name aspects that have already been mentioned, expand on them or name completely new ones:

1. How would you describe an ideal CSR activity to engage in employee perception?
2. What are the most important elements (success factors) for you in this context?
3. In the context of CSR initiatives, who do you think should be part of the guiding coalition within the organization?
4. How do you think the vision and strategy for CSR projects should be communicated to employees?
5. Are there any specific elements that you would add or remove to ensure a clear and compelling vision and strategy for CSR initiatives?
6. How do BNP Paribas employees perceive the importance of the following core elements of Corporate Social Responsibility (CSR) during a change intention in the context of BNP Paribas business operations?

Please share your perception of the importance of these core elements during a change intention in the context of BNP Paribas business operations as an employee of the organization.