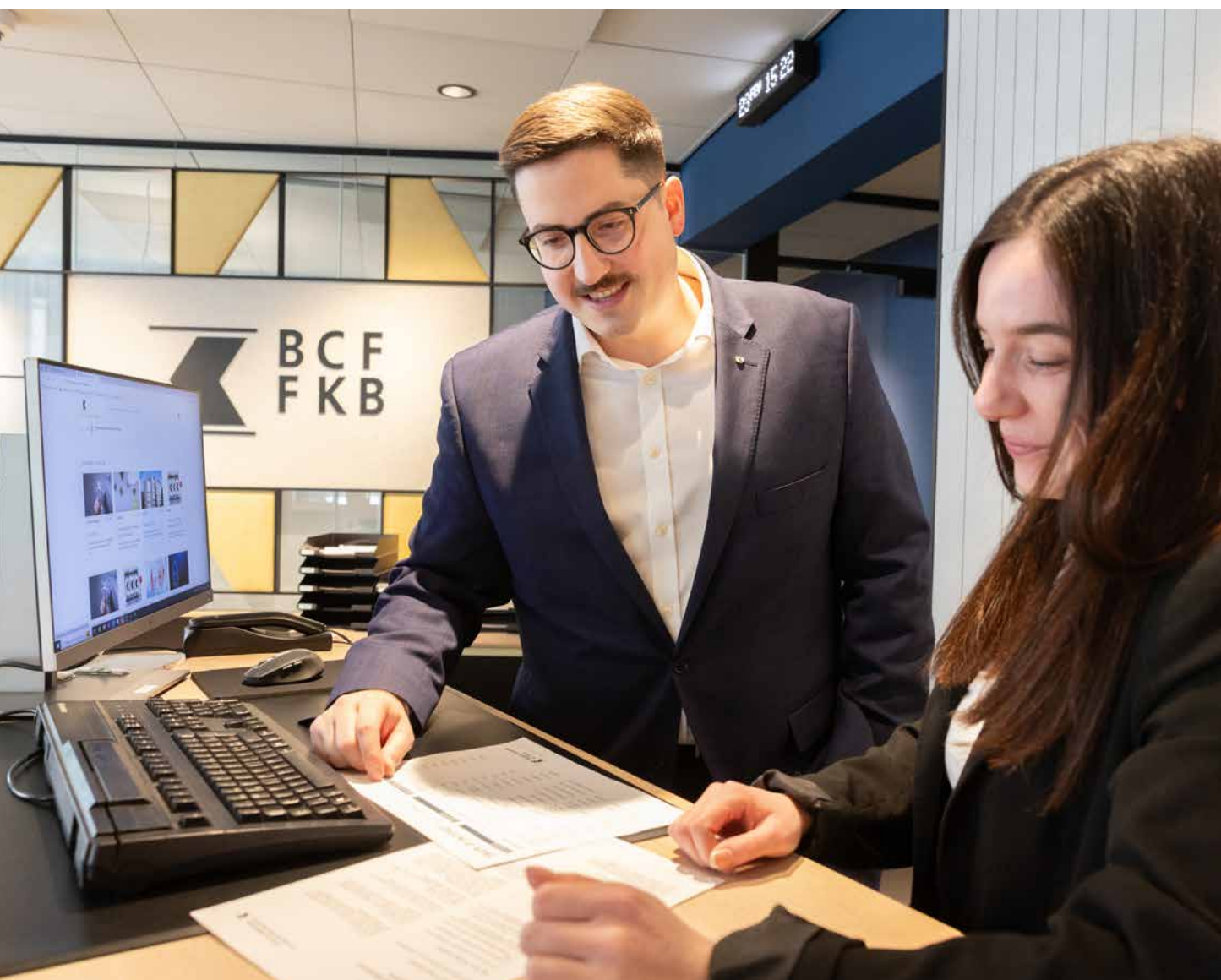


# Sustainability Report 2023





Julien Baeriswyl, private client advisor, and Julia Fasel, private client advisor, at the Schönberg branch

# BCF Reports

## Annual Report

The Annual Report (AR) includes the balance sheet, income statement, cash flow statement, statement of shareholders' equity and notes to the financial statements and presents the economic situation of the Bank in a detailed manner. It also provides information on the company's structure, activities, governance, management remuneration and risk management.

## Sustainability Report

The Banque Cantonale de Fribourg (BCF) is publishing the third edition of its Sustainability Report (SR) in 2024, which covers the year 2023. It contains information on BCF's objectives and activities in terms of sustainable development as well as on its ecological footprint. Together with the Management Report, it provides an overall picture of the financial, social and ecological dimensions of the Bank's activities.

BCF supports its Sustainability Report by ensuring rapid and structured access to information through its microsite: <https://esg.bcf.ch/en>.

In this report and on the dedicated microsite, BCF addresses all of the key sustainability themes. The standards of the Global Reporting Initiative (GRI), the independent international standard-setting body for sustainability performance, and the «Financial Services Sector Supplement» serve as guidelines for this report. The GRI defines the requirements and guidelines for the annual reporting of an organization's sustainability activities to ensure transparency and social and environmental accountability.

In 2023, BCF implemented the following guidelines issued by the Swiss Bankers Association (SBA):

- a) Guidelines for Mortgage Providers on improving the energy efficiency of buildings;
- b) Guidelines for Financial Services Providers on the integration of ESG preferences and risks in investment advice and asset management.





# Table of contents

Chairmen's message	7
A more sustainable approach to finance	9
A long-term vision	10
A Charter to define the future	11
Committed to sustainable goals	12
Strengths of sustainable development at BCF	14
An award-winning Bank for its ESG commitment	15
Clearly defined roles	16
A working group on ESG	16
ESG risk reduction	18
Prioritizing objectives for society and environment	20
A virtuous circle to drive ESG forward	22
Comply with legal standards	24
Focusing on sustainable products and services	28
Quality service for customers	28
Offering responsible credit	29
Investments to strengthen ESG	31
Focus on the gold market	32
Objectives 2024-2027	33

A responsible employer	34
A fair salary policy	35
Ensuring health and a balanced life	36
Education as an essential pillar	38
A healthy pension fund	40
Objectives 2024-2027	40
A socially committed bank	42
At the heart of Fribourg society	42
Raising awareness of financial issues	44
A win-win option for the Canton	44
Benefits for everyone	44
Sustainable procurement	44
Objectives 2024-2027	45
Corporate ecology	46
A plan of measures	46
High-performance buildings	47
Optimizing resources	47
Business and commuter traffic	48
Objectives 2024-2027	48
History of ESG actions	50
ESG References	52
Key figures	54
GRI Norm - Global Reporting Initiative	58



Daniel Wenger, Chairman of the Executive Management, and Alex Geissbühler, Chairman of the Board of Directors

# Sustainable development integrated at the heart of our activities

Dear reader,

We are pleased to share with you this third Sustainability Report. The aim is to present you with the progress we made in 2023 with regard to ESG.

Based on our Sustainable Development Charter, our actions contribute to the UN's Goals of the 2030 Agenda and the Federal Council's strategy. Our Bank also meets sustainability reporting standards based on the principle of double materiality, among other things. We set both performance targets and targets for social and environmental commitments.

In 2023, our Bank committed to implement two new guidelines issued by the Swiss Bankers Association. While the first concerns the integration of ESG preferences and risks in investment advice and asset management, the second concerns mortgage providers seeking to improve the energy efficiency of buildings. We provided training to our employees in recent months to ensure that we could implement these guidelines as early as 2024. This demanding task was a critical step in our effort to raise awareness with respect to the importance of ESG challenges.

Our advisors are now in a position to offer their clients ESG added value. Whether to build or renovate a property while meeting current energy standards, or investing more responsibly, the ESG criteria are part of our daily business policy.

Our customers can also use an online calculator to assess the costs and planning of their renovation work. They also have the opportunity to get a sustainability report on their investment portfolio. In addition, all BCF/FKB funds are assigned a sustainability rating.

Several social and environmental commitment measures implemented by BCF are described in this report. As truly impactful stakeholders in this change, our employees have a key role to play. To show the many facets of their ESG activities, we have chosen to highlight them with photographs illustrating the following chapters.

Supporting the economy, serving the people of Fribourg or renovating our buildings, our institution is committed to building a sustainable future for its clients and for the citizens of the Canton.



**Alex Geissbühler**  
Chairman of the  
Board of Directors



**Daniel Wenger**  
Chairman of the  
Executive Management





François Briguet, member of the extended Executive Board of BCF and head of the ESG working group, and Dominique Jordan Perrin, member and head of ESG of the Board of Directors



# A more sustainable approach to finance

Dear reader,

This is already the third edition of the Sustainability Report (SR) of the Banque Cantonale de Fribourg!

It will enable you to learn about the latest directions taken by the Bank in 2023, the effects of which will be felt in the coming years. It is important that you know how the Bank concretely integrates the issue of sustainability in its business model.

In 2023, the Bank's Board of Directors appointed me as the person responsible for taking environmental, social and governance issues into account in the Bank's policies. It is now my responsibility to oversee the Bank's implementation of ESG standards, which implies monitoring specific risks related to ESG, regulations, human resources and social engagement.

2023 will have been a year of preparation for the compliance of two new guidelines issued by the Swiss Bankers Association. The first relates to credit and seeks to improve the energy efficiency of buildings. It implies that the Bank may provide advice on real estate financing in order to encourage owners to consider the energy efficiency of their buildings while ensuring that the value of the property is maintained or improved. It is essential that taking sustainability into account does not come into conflict with the objective of profitability - on the contrary. The second guideline concerns the integration of ESG preferences and related risks in investment advice and asset management. In practical terms, this means that each investor can now express an interest in ESG and the associated risks in their financial investments. It will be interesting to evaluate in the next few years the impact of these two instruments on the choices made by the Bank's clients, and thus on sustainability.

In terms of social engagement, the Bank is an essential partner that supports a large number of cultural associations, foundations, sports clubs and leisure clubs. It will continue to build on this momentum, which is highly appreciated by its beneficiaries. Equality between women and men is a constant concern within the company. The application of a fair, transparent and consistent job-based salary policy has enabled the Bank to receive the «Fair-ON-Pay+» certificate, which attests to its practice of equal pay for men and women. At the management level, the next generation of women is on the way: today more than half of the employees undergoing postgraduate training are women. The encouragement of women's access to senior positions in the field needs to be stepped up in order to achieve a more ambitious goal.

The ESG commitment is one of the four core values of the Banque Cantonale de Fribourg, together with trust, competence and efficiency.

We want to succeed together in building a sustainable future!



**Dominique Jordan Perrin**  
Member and head of ESG of the Board of Directors

# A long-term vision

BCF makes an important contribution to the development of the canton of Fribourg and strengthens the economy of its business area. One out of two SMEs and one-third of the population in Fribourg have a banking relationship with BCF. As a universal bank, BCF carries out all the usual banking operations and supports the canton and the municipalities in the fulfillment of their missions. BCF has been committed to sustainable development for many years. This orientation is an integral part of the Bank's strategy. The principles of corporate governance guarantee sustainable business management.

Since its creation in 1892, the Banque Cantonale de Fribourg has been at the service of the people of Fribourg. It is proud to have contributed actively to the development of the canton. Over the years, BCF has implemented all the services of a local universal bank. Today, it has a highly diversified clientele: individuals, SMEs, large companies, government agencies and institutions. It offers tailor-made solutions to each and every one of them.

BCF is headquartered in Fribourg and has 27 branches, including one online. BCF can count on the skills, efficiency and motivation of 532 employees (443 full-time jobs).

As a banking institution, BCF is the leading bank in its canton, with a balance sheet total of CHF 28 billion. Its financial capacity has been growing for 30 years. The Bank's health and the skills of its staff give it major advantages in meeting the challenges of tomorrow.

With this in mind, BCF not only assumes its commitment to the economy, but also its social and environmental responsibilities. The strategy set jointly by BCF's Executive Board and Board of Directors aims to create sustainable added value instead of short-term profit maximization. Societal and environmental risks are also taken into account along with their potential impact on the Bank's development. The business strategy is thus conducted responsibly to ensure that customers receive the financial services of a leading independent provider operating in all regions of the canton.

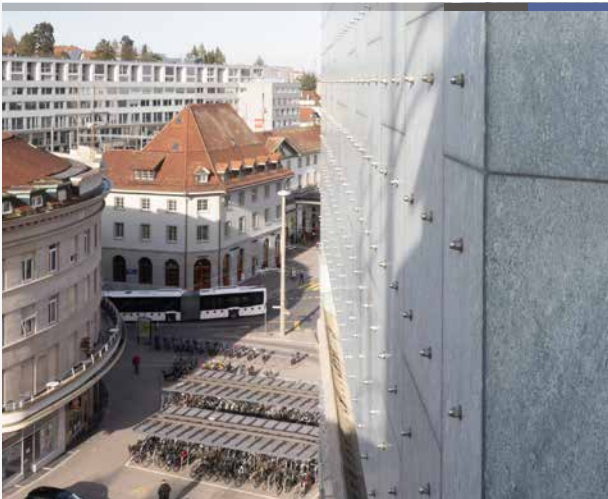
By focusing on a sustainable approach, the Bank is also committed to cultural and social projects, and supports ecological actions, both within its own company and with its clients. As a major provider of jobs and apprenticeships, BCF is well established in its area of activity. It also relies, to the extent possible, on suppliers in its region of activity.

## Law on the BCF

BCF is a legal entity under public law. It is a separate entity from the State, but it is governed by the Law on the Banque Cantonale de Fribourg (LBCF). It is guaranteed by the State, according to article 3 of the LBCF, which stipulates that the State guarantees the Bank's financial commitments. To cover this guarantee, BCF pays the State an annual indemnity that takes into account the Bank's risks and results.

## Sustainable Development Charter 2024 – 2027

Investing for the future



 Banque Cantonale de Fribourg  
Freiburger Kantonalbank

## A charter to define the future

Supported by its Board of Directors, BCF's Executive Board assumes operational responsibility for economic, social, and environmental measures. In the Sustainability Charter, it defines specific objectives. It evaluates their achievement, initiates subsequent measures and ensures that the Bank's sustainability performance is presented in a transparent manner.

The Sustainability Charter 2024-2027, which is the result of several years of development, includes principles and objectives relating to products and services, to the Bank's responsibility towards its employees and society, and to the environment. It also indicates how BCF contributes to the Sustainable Development Goals (SDGs).

[www.bcf.ch/notre-engagement](http://www.bcf.ch/notre-engagement)

## Committed to sustainable goals

The Sustainable Development Goals (SDGs) form the cornerstone of the 2030 Agenda, adopted by the UN in autumn 2015. They define the ecological, social and governance milestones to be achieved by 2030. Companies can make a decisive contribution to the 2030 Agenda. Aware of its responsibilities, BCF has created the necessary foundations to always further align its sustainability management and core business with the SDGs.

BCF is committed to all 17 of the SDGs defined by the United Nations, considering them all to be of critical importance in promoting sustainable development worldwide.

In order to target BCF's actions in this area, a working group dedicated to ESG determined the SDGs on which the Bank's business model can have a real influence.

BCF thus focuses on 8 SDGs: Good Health and Well-Being (3), Quality Education (4), Gender Equality (5), Affordable and Clean Energy (7), Decent Work and Economic Growth (8), Industry, Innovation and Infrastructure (9), Responsible Consumption and Production (12), and Climate Action (13).

In this Sustainability Report, BCF highlights its contribution to the SDGs. In its Sustainable Development Charter 2024-2027, it has also set targets that will further contribute to the SDGs.

## Taking concrete action to achieve the SDGs





## Our contribution to the SDGs

SDG	Description	BCF Objectives
 3 GOOD HEALTH AND WELL-BEING	Enabling everyone to live in good health and to promote the well-being of everyone, at all ages.	<ul style="list-style-type: none"> <li>- Defend the rights of employees, promote health and safety in the workplace and ensure the protection of all employees.</li> <li>- Establish processes with dedicated assistance mechanisms in the event of problems (La Clinique du travail).</li> <li>- Support the canton's associative, sporting and cultural life.</li> </ul>
 4 QUALITY EDUCATION	Ensure equal access to quality education for all and promote lifelong learning opportunities.	<p>As a training bank, ensure access to quality training to improve the level of qualification of young people and to raise their awareness of sustainable development.</p> <ul style="list-style-type: none"> <li>- Invest in the professional development of our employees and improving their employability through our continuous education offerings.</li> </ul>
 5 GENDER EQUALITY	Achieve gender equality and empower all women and girls.	<ul style="list-style-type: none"> <li>- Offer flexible working models and schedules by encouraging part-time work at all levels of the hierarchy, promoting equal opportunities in leadership roles, specifically increasing the share of women in management and ensuring equal pay to contribute to the equal treatment of women and men and to increase the participation rate of women.</li> </ul>
 7 AFFORDABLE AND CLEAN ENERGY	Ensure that everyone has access to reliable, sustainable and modern energy services at an affordable cost.	<ul style="list-style-type: none"> <li>- Offer different sustainable products: <ul style="list-style-type: none"> <li>• Eco Mortgage</li> <li>• Eco Renovation Mortgage</li> </ul> </li> <li>- Implement a sustainable investment offering.</li> <li>- Purchase electricity exclusively from renewable energy sources.</li> <li>- Certify our online services to ISO 14044.</li> <li>- Continually improve our energy efficiency in collaboration with Climate Services, a quantification consulting firm and CO<sub>2</sub> planning.</li> </ul>
 8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all.	<ul style="list-style-type: none"> <li>- Be a privileged partner of companies and individuals in the canton.</li> <li>- Contribute to the growth of our economic area, thanks to our regional supply and the promotion of SMEs.</li> <li>- Offer SMEs services in the areas of finance and consulting as well as various other services (business start-up, growth financing, succession planning) in order to contribute to productivity and innovation in our business area.</li> <li>- Provide non-discriminatory access to our financial services.</li> <li>- Provide an appropriate banking network.</li> <li>- Improve access to products and services through digital channels.</li> <li>- Implement and expand the range of sustainable products.</li> <li>- Accompany customers throughout all stages of their lives.</li> <li>- Guarantee all women and men, including young people and people with disabilities, decent work and equal pay for work of equal value.</li> </ul>
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructures, promote sustainable industrialization that benefits all and encourage innovation.	<ul style="list-style-type: none"> <li>- Invest in proportion to our CO<sub>2</sub> emissions in the Carbon Fri Foundation, which delivers concrete actions with impacts to reduce greenhouse gas emissions.</li> <li>- Encourage innovation by identifying companies that stand out in sustainability.</li> <li>- Automate and simplify processes for our customers.</li> </ul>
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Establish sustainable consumption and production patterns.	<ul style="list-style-type: none"> <li>- Ensure that all employees have the information and knowledge necessary for sustainable development.</li> <li>- Consider ecological and social criteria in our purchasing practices and communicate our sustainability performance in a transparent manner to contribute to environmental awareness.</li> <li>- Promote dialogue on responsible consumption through targeted campaigns and events.</li> </ul>
 13 CLIMATE ACTION	Take urgent action to address climate change and its impacts.	<ul style="list-style-type: none"> <li>- Reduce greenhouse gas emissions caused by our activities.</li> <li>- Improve the energy efficiency of our buildings, reduce resource consumption, and reduce business waste.</li> <li>- Use electricity exclusively from renewable energy sources.</li> <li>- Implement a credit policy that includes energy standards and exclusion criteria.</li> <li>- Gather ESG preferences from all our management and advisory mandates in order to improve the overall balance of the portfolios in accordance with our investment policy.</li> </ul>

## Strengths of sustainable development at BCF



### Responsible investments

As a member of the Swiss Bankers Association (SBA), BCF is committed to implementing the Guidelines for Financial Services Providers on the Integration of ESG Preferences and Risks in Investment Advice and Asset Management after the end of the current transitional period (see p. 31).



### Education

In 2023, 20 apprentices and 6 trainees were employed at BCF. All employees participated in the internal training program. By focusing on the ongoing training of its employees, the Bank ensures a high level of competence and professionalism (see p. 38).



### Financing energy efficiency

Since 2021, BCF has been offering the «Eco Mortgage» and «Eco Renovation Mortgage» products to encourage compliance with current energy standards (see p. 23). As a member of the Swiss Bankers Association (SBA), BCF is committed to applying the Guidelines for Mortgage Providers on Improving the Energy Efficiency of Buildings.



### Impactful investments

BCF invests in Carbon Fri projects for up to its CO<sub>2</sub> production volume and thus obtains the Carbon Fri label. As founding member of the Carbon Fri Foundation, BCF is committed to supporting impact efforts for the protection of the environment and thereby maintaining employment in the region (see p. 46).



### Equality

BCF offers modern and flexible working models and schedules. Positions are advertised for both part-time and full-time employees. The «Fair-ON-Pay+» certificate, confirmed in 2022, certifies that BCF pays equal wages for the same work, regardless of gender (see p. 33).



### Sponsorship, work and orders for SMEs

BCF contributed CHF 3.9 million to the development of culture, sport and education. It also invested CHF 15.2 million worth of work and orders from SMEs.

## An award-winning Bank for its ESG commitment



### Carbon Fri

BCF obtains two Carbon Fri labels, certified by Climate services, an accredited organisation that certifies compliance with ISO standards. The first certificate attests that BCF's CO<sub>2</sub> balance sheet has been established in compliance with the ISO 14064-1 standard, which proves that BCF has a climate policy and a plan of measures to reduce CO<sub>2</sub> emissions. The second certificate concerns the online Bank. Meeting the ISO 14044 standard, the certificate confirms that the product lifecycle as a whole is taken into account in the calculation of CO<sub>2</sub> emissions.



### Fairtrade or traceable gold

The Fairtrade Max Havelaar label is used for 1-20g ingots. It ensures better protection for people and the environment in artisanal gold mining. The term «traceable» is used for ingots weighing more than 20 grams and ensures traceability as evidence of the origin of gold.



### Fair-ON-Pay+ award

In 2020, BCF obtained the SGS certificate «Fair-ON-Pay+» awarded by Comp-ON SA, an expert and certified company in salary analysis. Confirmed in 2022 and renewable every two years, this certificate honors BCF as a fair employer and underscores its long-term commitment to equal pay. It certifies that the Bank meets the requirements of the new Law on equality between women and men (Leg).



### Hydro

Since 2019, BCF is certified Hydro by Groupe E SA, certifying that 100% of its energy consumption is renewable and comes from Swiss local works. The choice of green electricity contributes to the preservation of natural re-sources and represents a significant gesture in favor of climate protection.



### IT services

100% of the services are outsourced to Swisscom, which was voted the world's most sustainable company in the field of telecommunication companies by World Finance magazine in 2020.

<https://www.swisscom.ch/en/about/sustainability.html>



### FSC certified paper

100% of the paper used by BCF is FSC certified paper. Owing to e-documents, BCF offers its customers the possibility of going paperless.

# Clearly defined roles

**By relying on efficient and sustainable corporate management, BCF contributes to the development of the canton of Fribourg and to the preservation of its resources. BCF's corporate governance principles, set out in the Annual Report, focus on how the Bank is managed, administered and controlled.**

BCF is structurally composed of a Board of Directors, an Executive Board, an Audit and Risk Committee and a Compensation Committee.

The procedures for electing the Board of Directors and the terms of office of its members, as well as the related powers, are defined in the Law of 22 November 1988 on the Banque Cantonale de Fribourg (LBCF). The composition of the Board of Directors as well as the education, professional background and other mandates of its members and its Chairman are published on the BCF website and in the Annual Report. The competencies of the Board of Directors are defined and published, as well as the various Board committees. The process for the nomination and selection of members of the highest governance body is defined and published.

The strategy of BCF is developed by the Executive Board in collaboration with the Board of Directors. It is approved by the Board of Directors. An annual seminar of the Board of Directors is organised to discuss key elements for the Bank's development. A self-assessment of the performance of the highest governance body is carried out each year.

The Audit and Risk Committee regularly monitors risk management. Major concerns are submitted to the Executive Board and the Board of Directors.

The economic, environmental and social commitments are made explicit. Stakeholders (customers, employees, suppliers, representatives of the State and of civil society) are informed about the reporting processes.

In the governance of BCF, ESG responsibility is declined and ensured by:

- The Board of Directors, which defines and implements the strategy. Ms Dominique Jordan Perrin has been the ESG representative on the Board of Directors since September 2023. In her function, she stands surety for ESG risks by ensuring close cooperation with François Briguët, member of the extended Executive Board of BCF and head of the ESG working group;
- BCF's Executive Board, which proposes strategy, develops business models and implements action plans.

## A working group on ESG

BCF is developing its ESG activities through a working group (WG ESG) that is cross-functional to its organisation. The ESG WG is led by the Head of Strategy/ESG/Transformation, who is a member of the extended Executive Board.

The members of the GSS WG are representatives from the following areas:

- Board of Directors Assistants;
- Communication;
- Human Resources;
- Legal, Risk and Compliance;
- Credit risk Management;
- Finance;
- Products and Services;
- Marketing and social commitment;
- Real Estate and Logistics;
- IT and digital channels.

Each member is included in the subgroups of the areas reported in the Sustainability Report, i.e.:

- Sustainable Products and Services;
- BCF as an employer;
- Social commitment;
- Corporate ecology and climate protection.



The ESG WG holds regular meetings according to the Bank's requirements, but at least once a month. For specific issues, ad hoc working groups are convened by the Head of ESG, who organises them at short notice.

If necessary, projects are conducted in parallel (e.g. mobility plan, SBA guidelines) in order to ensure an efficient pace for the achievement of the set objectives. In these cases, an appropriate organisation is defined according to the required competences, involving all necessary internal and external stakeholders.

The ESG manager ensures that priorities are well coordinated and that potential conflicts of interest do not hinder the achievement of ESG actions. The coordination of priorities for the implementation of the Bank's strategy and transformation is the responsibility of the Executive Board. Assumptions of a lasting conflict of interest are therefore immediately addressed within the Executive Board.

The ESG WG: left to right: Adrian Züllig, Financial Analyst, Tanguy Meyer, Legal Advisor, Julien Yerly, Head of Investment Office, Sandra Galliker, Senior Project Manager, Laetitia Schaller, Head of marketing, Alain Pauli, Head of Credit Risk Management, Lukas Jeitziner, Credit Analyst, Erika Decorges, Executive Assistant, Patrick Betticher, Head of Human Resources, Christine Carrard, Head of Communication, François Briguet, Head of Strategy/ESG/Transformation.  
Missing in the photo: Patrick Neuhaus, Head of Real Estate and Logistics, and Gilles Bersier, Head of Digital Support



## ESG risk reduction

As regards ESG, BCF must take into account very specific risks that can have a significant impact on its reputation and financial performance. These risks are divided into three areas:

- **the risk of «greenwashing»** concerning any misleading information/misrepresentation that the Bank may make in connection with the ESG pillars (inappropriate or unapplied internal practice, non-ESG products, lack of advice, etc.);
- **physical risk**, linked to the financial effects of climate change. These effects can be direct, for example damage to real estate or a decline in productivity, or indirect, such as disrupting supply chains. Physical climatic risks are classified as acute when they result from extreme events (droughts, floods, storms) and chronic events when they result from gradual changes (rising temperatures, landslides, flooding, etc.);
- **the risk of transition**, linked to the Bank's transition to a decarbonised economy. A poor transition will have a negative impact on market, reputational, technology, political and legal risks.

### Assessment of risk

Assessment of risk	Level of risk		Trend	
	Low	Average	High	Stable

The three ESG risks for BCF are integrated into the bank's overall risk management and are an integral part of the internal control function monitored by the Executive Board and the Board of Directors. The ESG risk level is currently classified as low to medium.

#### Greenwashing risk

The risk of «greenwashing» is low for BCF, despite the pressure from the rating agencies, which raise the rating scales over time. In this respect, it should be noted that strengthening the valuations entails the underlying risk that companies will attempt to demonstrate more than reality in order to obtain a higher ESG rating.

Oversight in BCF is ensured by good governance in the decision-making process, which enables the involvement of all stakeholders responsible for the measures to be implemented. Decisions and reports are systematically reported and approved by the Executive Board and the Board of Directors. Moreover, any disclosure follows the Bank's formal process, which involves the Head of Communication who is herself part of the ESG working group.

Finally, as a result of the current and future tightening of regulations (e.g. SBA Directives) (e.g. Ordinance on the Climate Report and the recommendations of the Task Force on Climate-related Financial disclosures (TCFD)), there is a significant decrease in the possibilities of causing greenwashing. The differences are directly sanctioned by a downgrade in the rating of rating agencies that require quantitative performance and impact indicators.

#### Physical risk

Because of its location in the middle of Switzerland, on a terrain configuration with little gradient overall and not on an unstable zone, the Bank entails an inherent low risk.

As a result, it has not taken any action to date and the situation is reviewed periodically.

#### Transition risk

The Bank has complied with the two SBA Directives, which are binding on all SBA member banks. In formulating its investment and credit policies, it has secured the necessary basis for a positive impact on the market risk. Nevertheless, it must review its ambitions annually through the objectives laid down in its Sustainability Charter in order to be able to measure the real impact.

The Bank must anticipate new ESG regulations and best practices and document its actions in its sustainability and management reports in order to provide maximum transparency for investors.

Other risks (market, corruption, money laundering, fraud, etc.) are an integral part of the management of the Bank's overall risks and are not developed in this report.

## Qualitative analysis

### Greenwashing risk

To date, BCF has remained very cautious about the announcements made and has always ensured that it has factual and quantitative proof of any publication made.

All measures announced in 2023 are ongoing and/or planned actions with a specific budget allocated. This ensures that no promise that could not be kept will be announced.

### Physical risk

Given the low inherent risk level, the Bank has not taken any specific measures as it stands. The situation is periodically reviewed. No measures are currently planned in the short term (i.e. 2024).

### Transition risk

The new investment policy was implemented starting the 1<sup>st</sup> of January 2024 and the ESG preferences of clients have been gathered since 2024 as well. The indicators are therefore not yet available for the period assessed in this report (2023).

The same applies to indicators relating to credits. BCF's banking system was configured in accordance with the SBA Directive in the fourth quarter of 2023. The collection of ESG data began on the 1<sup>st</sup> of January 2024.

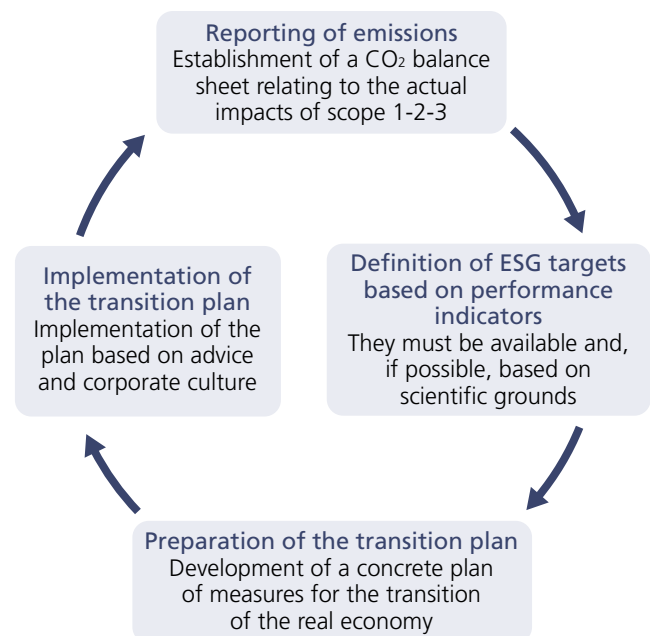
The quality of ESG data is part of a continuous data improvement process for new customers from 01.01.2024 and for existing stock by the end of 2024.

Thus, the development of these indicators, particularly those relating to advice, can really be measured with a degree of hindsight from 2025 onwards only.

## Process steering

Aware that any change in corporate culture requires special effort and long-term motivation, the process put in place at BCF is very pragmatic in order for action to be effective. For BCF, it is important to give our employees meaning internally so that they can provide expert advice. The aim is to bring all stakeholders to climate change.

This process is supported by the Bank's Board of Directors and Executive Board, which allow for the provision of human and financial resources and the training of each consultant in order to achieve the objectives required by double-delivery.



## Prioritizing objectives for society and environment

The ESG working group prioritizes high-impact actions to be undertaken, taking into account stakeholders involved in the business models of BCF activities.

According to the Global Reporting Initiative (GRI) standards, two dimensions of analysis should be considered in order to assign a weight to ESG issues, namely:

- **Financial materiality** that studies the impact of societal and environmental issues on the business's economic performance;
- **Impact materiality** that will address the impact of business activities on the environment and society.

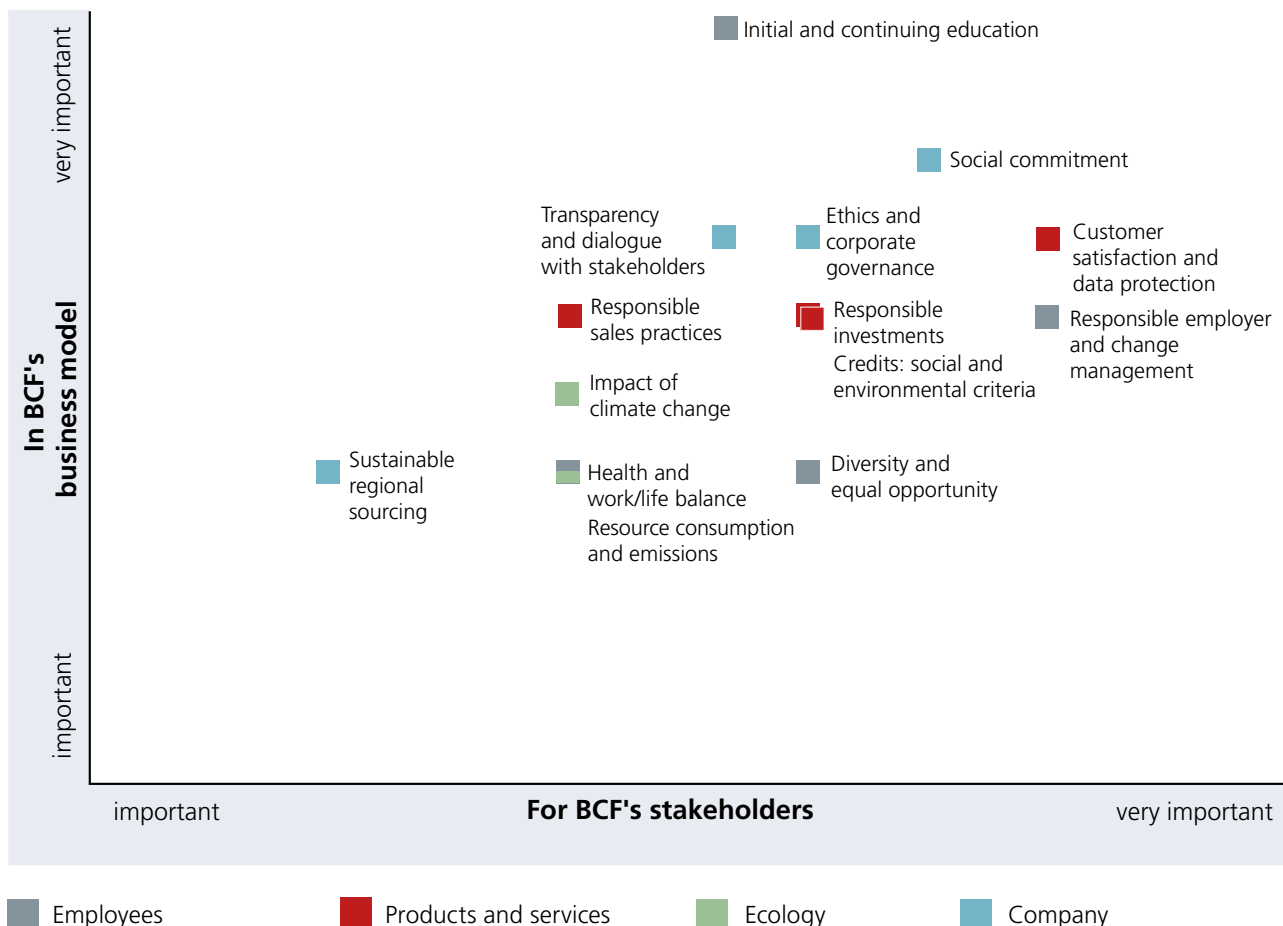
These two axes enable creating the matrix of double materiality as explained below. The horizontal axis demonstrates the importance of the challenge for stakeholders, while the vertical axis represents the magnitude of the economic, social and

environmental impact of BCF business model. This ensures that the most important sustainability issues affecting the stakeholder groups, such as employees, customers and partners, are prioritised. It also highlights the key issues of the business model of BCF.

Among the new parameters to be considered in the matrix of double materiality are the two Directives issued by the Swiss Bankers Association (SBA), namely:

- Guidelines for Mortgage Providers on improving the energy efficiency of buildings;
- Guidelines for Financial Service Providers on the integration of ESG preferences and risks in investment advice and asset management.

### Matrix of double-delivery





These two transversal directives within the organization ensure materiality on advice, training, data and enable the setting of indicators to monitor future changes in the impacts on CO<sub>2</sub> emissions.

In 2023, BCF laid the groundwork for being able to implement these Directives in order to meet the binding transitional deadline set by the SBA on 1<sup>st</sup> January 2024. To this end, it brought together new stakeholders with external real estate and investment service providers. In this context, the advisors were trained on sustainability aspects in the real estate and investment sector with the aim of providing client advisory services in accordance with the SBA Guidelines. Details of the training efforts are described on pages 38 and 39.

The material issues presented in the matrix are addressed in the relevant chapters of this report:

#### Clearly defined roles (governance)

1. Transparency and dialogue with stakeholders	23
2. Ethics and Corporate Governance	24
3. Customer data protection	26
4. Responsible sales practice	28-29

#### Focusing on sustainable products and services (Products/Clients/employees)

5. Customer satisfaction	28
6. Credits: Social and environmental criteria	29
7. Investments: responsible investments	31

#### A responsible employer (Social)

8. Responsible employer and change management	34
9. Diversity and equal opportunities	34-35
10. Health and work/life balance	36
11. Initial and ongoing training	38

#### A socially committed bank (Social)

12. Social and cultural commitment	42
13. Sustainable regional supply	32

#### For corporate ecology (Environment)

14. Consequences of climate change	18
15. Resource consumption and emissions	46



In short, BCF covers a wide range of indirect emissions associated with its operations and its entire business ecosystem, including employees, suppliers, customers and the companies in which it invests. Thus, in order to achieve a major impact on scope 3, it assesses its physical and transition risks in order to pursue sustainable objectives and thus ensure the materiality of environmental (economic, social or environmental) impacts.

## Defining scopes

In order to establish a company's carbon balance, the greenhouse gas emissions it produces are categorized into 3 perimeters, so-called «scopes».

**Scope 1:** direct greenhouse gas emissions, i.e. those that occur directly at company level (room heating, vehicle emissions held by the company, etc.)

**Scope 2:** indirect energy-related emissions necessary for the operation of the company (electricity, heating, etc.)

**The scope 3 of a bank is mainly composed of the following emissions:**

**A. Emissions related to investment and financing:** indirect emissions associated with investments and financing granted by the bank to other companies or projects. This could include activities in carbon-intensive sectors (industries, construction, etc.).

**B. Supply chain emissions:** emissions from the activities of the bank's suppliers, such as manufacturing of products, transportation of goods, etc.

**C. Customer-related emissions:** Indirect emissions associated with the activities of the bank's clients, such as those arising from the use of the bank's financial products for investments or purchases.

## A virtuous circle to drive ESG forward

To develop and concretely implement ESG projects, BCF follows a clearly defined blueprint. Building on BCF's values, the ESG WG systematically incorporates the ideas raised by all stakeholders that can have a positive impact into its ESG action plan.



This process ensures a consistent and orderly approach across the organisation of the Bank and practical implementation of the contribution projects applying BCF's vision.

### Vision

Sustainability is fully integrated into BCF's vision based on four core values: trust, competence, efficiency and ESG commitment. All of BCF's activities are thus based on the principles of sustainable development based on ecological, societal and economic criteria. The principles of good governance are applied.

The corporate governance guidelines, the risk policy principles, the credit policy, the Sustainability Charter, the staff regulations and the staff guidelines are pillars of the sustainable development management.

### Mission

The mission of BCF is included in the Law of 22 November, 1988 on the Banque Cantonale de Fribourg (LBCF). According to art. 2 of the LBCF, BCF pursues three goals in carrying out its tasks:

- to contribute to the development of the economy of the canton of Fribourg;
- to provide for the financial needs of companies and individuals; to offer them the possibility of secure investments for their savings and capital;
- to provide financial resources to the canton of Fribourg.

### Strategy

BCF creates a climate of trust and meets the needs of its clients in a responsible manner in accordance with ESG principles. This means:

- sharing its values with its clients;
- systematically integrating ESG criteria into its activities;
- intensifying the role of ambassador of its ESG brand by its employees.

### Business models

BCF builds its strategy by developing its business models. In particular, it follows the «New Generation Business Model» method. By applying this methodology, the added value for clients is always at the center of BCF's concerns, activities and innovations. Thus, the ESG expectations of clients are an integral part of the business models implemented by BCF.

### Contributing projects

To decline business models, the Board of Directors decides on the investment budget for future achievements and thus fully supports the ESG efforts proposed by BCF's Executive Board, while taking all our values below into account.

## Our values

### Trust

The client is at the heart of our business. BCF responds to the needs of its clients and is a trusted partner. Relationships are transparent, direct and constructive.

### Competence

BCF relies on qualified and committed employees. It encourages their ongoing training so that they can constantly develop their skills.

### Efficiency

BCF places great importance on efficiency, whether in its relations with clients, its products, its processes or its organisation. The Bank's management structure and operational processes allow for rapid decision-making.

### ESG commitment

BCF's activities are based on the principles of sustainable development based on ecological, societal and economic criteria. The principles of good governance are applied.

## Transparent dialogue

Through regular and in-depth exchanges with its stakeholders, BCF is able to identify the requirements it must meet, observe trends and define strengths and potential for improvement. BCF integrates all economic actors who play a significant role in the creation of value or in the activities of BCF. The authorities and the media are informed primarily through press releases, publications and regulatory reports.

### With customers

The personal relationship with the Bank's contact persons and close contacts throughout the bank's business area are of paramount importance. The intensity and frequency of contact is adapted to the needs of the client and the extent of the client relationship.

Customers can choose from a wide range of access channels to benefit from services (counters, ATMs, e-banking, mobile banking). BCF also organises events to promote dialogue with its regional stakeholders. Market or satisfaction studies concerning the services offered are carried out regularly.

### With employees

Employee satisfaction surveys are conducted internally. The ideas put forward in this context are then discussed and analysed by the Youth Council (CDJ), which brings together employees between the ages of 25 and 35. The ideas selected and the resulting proposals are submitted to the Executive Board, which takes note of them to potentially develop them. This encourages employees to adopt an initiative and entrepreneurial spirit

BCF's personnel regulations provide for the existence of a Personnel Commission (COPE), which defends the interests of employees in relation to the Bank's management bodies. A separate regulation governs this Personnel Commission.

### With the State of Fribourg

A regular and institutionalized dialogue on economic, ecological and social issues is conducted with the State of Fribourg. Meetings are held regularly with the sustainable development delegate of the State of Fribourg. In addition to financial and economic issues, the strategy of the Cantonal Climate Plan of the Canton of Fribourg is taken into account by BCF.

### With suppliers and partners

Suppliers and partners are measured on procurement criteria in the framework of tenders and bids. An exchange on ESG measures is conducted with the partner in order to build a relationship of trust and thus to seek synergies for a joint commitment.

### With external parties

BCF actively collaborates with the cantonal banks in French-speaking Switzerland and neighboring regions: BEKB, BCVs, BCGe, BCN and BCJ. As a founding member of Carbon Fri, BCF works with the Foundation since its creation.

## Comply with legal standards

BCF recognizes international human rights standards and identifies with the values and aspirations they convey. BCF's personnel guidelines regulate the protection of employees' integrity: employees may not be discriminated against directly or indirectly. Managers are responsible for ensuring that the working environment is conducive to work and free from any form of harassment.

Employees have an internal communication channel for reporting personal attacks or irregularities such as violations of laws, regulations and directives.

The Personnel Regulations and the Personnel Guidelines are an integral part of the employment contracts. They include rules of conduct relating in particular to corruption and money laundering. Employees confirm in writing that they have received these guidelines and undertake to comply with them. These topics are discussed at the induction day for new employees and during various training courses.

More generally, BCF invests considerable resources to effectively combat money laundering and terrorist financing. It also complies with tax requirements. Clients are responsible for complying with the legal and regulatory provisions applicable to them, which include, among other things, the obligation to file tax returns and pay taxes. Clients release the Bank from any liability in this regard.

Tanguy Meyer, legal advisor





## Ensuring compliance

Compliance and respect for ethical rules are among BCF's core values. As a responsible bank, BCF makes the loyalty and integrity of its practices the core of its relationship approach. Acting in compliance means ensuring that BCF's actions comply with the provisions specific to banking and financial activities, whether they are legislative or regulatory in nature, or whether they are professional, ethical or internal standards. Compliance with these principles is a duty to our clients and a guarantee of confidence and reputation for the Bank.

All client complaints are centralized in the Legal, Risk and Compliance Division, which reports them to the various bodies according to gravity: the Executive Board, the Board of Directors or the Swiss Banking Ombudsman.

In the event of specific questions or complaints concerning banking and financial transactions carried out by the Bank, customers can turn to a neutral mediator: the Swiss Banking Ombudsman. The Swiss Banking Ombudsman acts as an information and mediation body without jurisdiction for clients of the member institutions of the Swiss Bankers Association (<https://bankingombudsman.ch/en/>).

## Combating tax fraud

In order to combat tax fraud, BCF applies the various regulations relating to the automatic exchange of tax information, whether in application of the OECD standard (EAR) or in the context of the FATCA agreement concluded between Switzerland and the United States.

These standards allow the tax authorities of adhering states to obtain data and financial information on accounts and securities deposits held by their taxpayers abroad. At the national level, Switzerland has put in place the Federal Act on the International Automatic Exchange of Information in Tax Matters (AEIA) and the FATCA Act, which serve as the legal basis for the automatic exchange of information in tax matters.

These standards apply to both natural and legal persons. Data on clients and their assets will only be exchanged if Switzerland has concluded an agreement with the partner state concerned. A list of partner states with which Switzerland currently has an EAR is available on the BCF website and on the website of the State Secretariat for International Financial Matters. The latter also provides all information on the EAR.

## Combating money laundering

The Banque Cantonale de Fribourg has implemented measures to combat all forms of corruption within the institution. For example, it includes in its internal regulations a prohibition on accepting money or other gifts, on gaining the promise of or securing, directly or indirectly, any benefits whatsoever related to the professional activity, with the exception of gifts of minor commercial value, the maximum value being described in said regulations.

BCF is subject to the Swiss Financial Market Supervisory Authority (FINMA) and thus meets all the requirements of the financial sector. It has a compliance and risk management division that mainly carries out the duties and responsibilities described in «FINMA Circular 2017/1 Corporate Governance – banks», particularly all points of the 2<sup>nd</sup> line of defense. This ensures the separation of controls and the independence of decisions. The division is made up of four structural units, including the compliance unit, which verifies compliance with legal, regulatory and internal provisions and the adherence to the standards and rules of ethics used in the market in question.

In this context, the compliance Department is responsible for the annual assessment of compliance risks related in particular to combating money laundering and the financing of terrorism and for drawing up a risk-based plan of action. It implements these Directives, which are aimed at establishing the rules of conduct and organisation to be adopted in order to ensure effective management of combating money laundering and terrorist financing.

The main aim of a dedicated Directive applicable to all employees is to implement the rules, obligations of due diligence and usages to prevent the risk of money laundering within the Bank. Furthermore, all employees of the Bank are trained, when they are hired, on the applicable regulations relating to the prevention and combating of money laundering and the financing of terrorism.

The Bank is also audited annually to ensure that its processes are in line with the legal and regulatory framework.

[www.bcf.ch/fr/la-bcf/propos-de-nous/informations-juridiques](http://www.bcf.ch/fr/la-bcf/propos-de-nous/informations-juridiques)

## Protecting personal data

The protection of personal data is of paramount importance to the Bank. BCF is committed to strict compliance with the Swiss Federal Data Protection Act (DPA), which, together with banking secrecy, protects clients against unauthorized access to their personal data processed by BCF. Governance principles, as well as technical, organisational and infrastructural measures have been put in place for this purpose.

The Bank processes the data of its clients and business partners in particular in order to meet its contractual, legal and/or regulatory obligations and for the pursuit of its legitimate interests such as the development of the business relationship with its clients.

In order to meet the obligations mentioned above, BCF may outsource certain services to third parties, particularly in the IT or administration sector. Such third parties are contractually bound to protect data confidentiality and security. Furthermore, the Bank implements the measures reasonably necessary to secure the transfer of data to third parties. Such third parties may only use subcontractors themselves if the Bank has given its consent.

In particular, the client has the right, subject to legal restrictions:

- to access his/her data and obtain information about the Bank's procedures for processing his/her data;
- rectification of personal data if it is inaccurate or incomplete;
- revoke consent;
- request, to the extent legally possible, the return of data provided to the Bank or their transfer to a third party (right to portability);
- restriction of the processing of its data, for example by opposing the processing of its personal data for marketing purposes;
- erasure of data if the data is no longer necessary in particular for the purposes for which it was collected or processed, subject to the applicable retention periods.

BCF will retain the personal data for as long as is necessary to fulfil its legal and contractual obligations. As a rule, documents are destroyed ten years after the business relationship is terminated or the transaction is terminated.

Internally, the obligation to respect client confidentiality, in particular banking secrecy, is specified in the employment contracts of employees as well as in the personnel regulations and directives. Employees are regularly made aware of the importance of compliance with the relevant standards and measures, including through internal training courses.

Complete information on the processing of personal data by the Bank and the rights of clients in this regard can be found in the [«Personal Data Protection Policy»](#) available on the Bank's website. Customers are also made aware of data protection considerations in [BCF's General Terms and Conditions and regulations](#), in a specific information sheet and in the terms of use of its website.

## Ensuring data security

All personal and sensitive data is protected by a multi-level security system. Consequently, all of the Bank's non-public areas are protected by an access control system and only duly authorized persons have access thereto.

Likewise, access to BCF's IT systems can only be made using a personal ID and password of each employee. Every personal computer is also protected by a personal password.

Access to the data is only authorized for employees of the Bank, or for duly authorized persons, who respect the principle of having access to information only when it is necessary «need to know».

With regard to cybersecurity in particular, the effectiveness of the system is regularly evaluated and its resistance to cyber-attacks tested. The IT infrastructure is entirely outsourced to Swisscom (Switzerland) AG, which has implemented its own security standard (ITSLB IT Security Level Basic) based on best practices in the technical, organisational and infrastructure fields.

Swisscom's approach is deployed in all IT layers used by BCF: applications, databases, services, storage, workstations, networks and servers. In each of these layers, Swisscom guarantees the security of the configuration, protection systems, identity and access management, control and reporting.

- a description of the financial services offered by BCF as well as the provisions put in place to protect investors;
- an information notice concerning commissions and retrocessions, specifying the scope of article 31 of the General Terms and Conditions of the Banque Cantonale de Fribourg.

## General terms and conditions and regulations

BCF clients can easily consult the [Bank's General Terms and Conditions and regulations](#) online in a dedicated section, as well as the following documents and information:

- the [brochure of the Swiss Bankers Association \(SBA\)](#), which provides general information on the main financial services and the risks involved in trading in financial instruments;

Achille Mehatcheye Favre, Security Clerk



# Focus on sustainable products and services

BCF favors long-term partnerships. To this aim, it provides services that bring added value to its clients and to the economy. The Bank ensures long-term customer satisfaction by offering personalized and individualized service, transparent and professional advice, and understandable products presented in clear language.

BCF offers reliable services of impeccable quality at reasonable prices. It places great importance on a clear and professional advisory process. Clients are informed in detail of any risks.

Investment products are classified according to their complexity. Only advisors who are certified in the relevant investment category may sell them. BCF publishes its flat-rate fees for all its asset management and wealth management mandates in a transparent manner.

BCF makes all its employees, including its financial advisors, aware of ethical criteria, client financial protection and sustainable development. Some of the staff thus participated in the activities of the ESG working group during the year under review, contributing, among other things, to the preparation of this report.

BCF has monitoring tools for business relationships, transactions and the application of economic sanctions. It also makes its staff aware of the fight against money laundering and the financing of terrorism. The staff is asked to take note of the relevant documents and to confirm this with a signed declaration. Internal and external training is provided, and some employees are given knowledge tests.

BCF does not establish business relationships with persons domiciled abroad who have no connection with the Bank's economic area.

BCF has a measured salary policy to ensure that advisors are not given false incentives. For example, variable compensation is not limited to product sales (quantitative criteria), but also takes into account qualitative criteria, such as behavior of the employee and business success.

## Quality service for customers

Reliable, committed, competent and customer-oriented: this is how BCF employees should be perceived by their clients. The Bank attaches great importance to service and proximity. BCF's strategic objectives indicate what customers should expect from their Bank.

BCF regularly measures customer satisfaction by conducting market research. The quality of services is also verified through *mystery shopping*. In this context, test customers visit the Bank's counters or make requests by telephone or e-mail. BCF also has a complaints system to collect and manage customer feedback.

These tools are invaluable for keeping a critical eye on services and processes with the aim of continuously improving them. In addition, staff have an idea box, managed by a group of employees between the ages of 20 and 35, the BCF Youth Council, which allows them to submit proposals for improving customer relations.

Quality management is a priority for BCF: it is subject to regular controls and is continuously improved. All analyses conducted confirm the effectiveness of the management systems and the high quality of their implementation within the Bank.





Noémie Bard, Advisor Corporate 2 at the branch in Bulle

## Offering responsible credit

Through its lending policy, BCF contributes significantly to the prosperity of its economic area and to a stable supply chain. Credit operations play an important role in BCF's business model. Geographically, they are mainly focused on the canton of Fribourg and its neighboring regions.

The Bank focuses its activities on private individuals, small and medium-sized enterprises (SMEs) and public corporations. At BCF, the granting of credit goes hand in hand with integrity, respect for ethical principles and sustainable development criteria.

In 2021, BCF launched two new mortgage products, the Eco Mortgage and the Eco Renovation Mortgage, which are designed for homeowners who meet certain energy standards when purchasing or building a property, as well as when renovating or expanding a residential, rental, commercial, craft or industrial building. In addition to personalized advice from the very first contact with BCF, clients benefit from a discount on the medium and long-term fixed rate. The conditions for granting the loan are as follows:

### «Eco Mortgage» Product

- 0.5% discount on the fixed interest rates of 5 to 10 years, 15 years and 20 years on max. CHF 500,000.00 for residential properties and on max. CHF 1,000,000.00 for rental, commercial, craft or industrial buildings;



- New construction/Consolidation of a construction credit: Minergie, Minergie P or A certificate; CECB global A certificate; SNBS label;
- Purchase of an existing building: Minergie, Minergie P or A certificate; CECB global A, B or C certificate; SNBS label.

### «Eco Renovation Mortgage» Product

- 0.5% discount on the fixed interest rate for 5 to 10 years on max. CHF 250,000.- for residential properties and on max. CHF 500,000.- for rental, commercial, craft or industrial buildings.
- Renovation: Minergie, Minergie P or A certificate; CECB global A, B or C certificate; SNBS label; renovation provided for in the Confederation and cantonal building program; approval of the file by the Centre of Competence in Building Renovation (CCRB).

Both «Eco Mortgage» and «Eco Renovation Mortgage» products were developed by BCF in order to raise awareness among its customers and actively involve them in the environmental impact. The benefits of these products are described on our website [www.bcf.ch](http://www.bcf.ch):

Eco Mortgage:

<https://www.bcf.ch/fr/prives/hypotheques-et-credit/hypotheques/hypotheque-eco>

Eco renovation Mortgage:

<https://www.bcf.ch/fr/prives/hypotheques-et-credit/hypotheques/hypotheque-eco-renovation>

### Apply the SBA Guidelines

Since 2023, BCF, as a member of the Swiss Bankers Association (SBA), also applies the «Guidelines for Mortgage Providers on Improving the Energy Efficiency of Buildings» published by the SBA in 2022. These guidelines are binding on the Bank and aim to help clients preserve the long-term value of their building by improving its energy efficiency. The Bank has included these elements in its advice on real estate financing for single or holiday homes.

BCF informs clients about the building renovation subsidies to which they are entitled and, for specific advice, they refer them to independent specialist services. It also ensures that client advisors receive regular ongoing training on the long-term preservation of property value and on the energy efficiency of buildings.

It should be noted that since 2021, BCF has been involved in public information by collaborating with the [Centre de Compétences en Rénovation des Bâtiments \(CCRB\)](#) in the organisation of a conference and a café-conseil.

### An online renovation calculator

At the end of 2023, BCF put the «Wüest Refurb» renovation and CO<sub>2</sub> emissions calculator developed by Wüest Partner AG online. This interactive and integrated tool offers real added value to mortgage financing advice. It is used to evaluate and estimate costs, to plan renovations over time, and to calculate the sustainability of single homes, condominiums and real estate investments. This calculator is used to estimate the optimum time for renovation and future renovation costs per building element. Since the beginning of 2024, the app has also provided an overview of subsidies for the energy renovation of a property. «Wüest Refurb» is made available free of charge to clients on the BCF website: [www.bcf.ch](http://www.bcf.ch).

GRI	Products and services	Unit	2023	2022	2021	2020	2019
	<b>Financing</b>						
G4-FS8	Eco Mortgage	CHF million	36.7	24.3	13.2	12.1	10.5
	Eco Renovation Mortgage	CHF million	268	389.0	396.7	314.4	266.7
	Loans to public corporations (CDP)	CHF million	924	838.7	837.7	732.2	983.6
	Investments in federal, cantonal and municipal bond funds	CHF million	493.4	418.9	473.3	517	539.7

## Investments to strengthen ESG

As a financial services provider, BCF can exert some influence to ensure that the assets entrusted to it are used wisely and thus avoid possible negative repercussions on sustainable development. BCF assumes this role, advocates responsible financial investment management, and continually develops the criteria applied in this area and makes them transparent by integrating MSCI data in all portfolios.

BCF is increasing its expertise and commitment to responsible investment year after year. The investment is no longer analyzed solely from the perspective of return, but also from the point of view of its environmental and social impact. BCF is resolutely committed to contributing to a more sustainable global financial system.

Thanks to a partnership with the company MSCI, BCF is able to provide clients with a report on the sustainability of an investment portfolio. In addition, MSCI assigns a sustainability rating to all the funds in the BCF/FKB range.

BCF funds generally obtained good ratings as of December 31, 2022: on a scale ranging from AAA (best rating) to CCC (worst rating), the «BCF / FKB (CH) Active Balanced» and «BCF / FKB (CH) Active Yield» funds each received a rating of A, while the «BCF / FKB (CH) Equity Switzerland» fund achieved the rating AA.

As a member of the Swiss Bankers Association (SBA), BCF is committed to implementing the Guidelines for Financial Services Providers on the Integration of ESG Preferences and

Risks in Investment Advice and Asset Management after the end of the current transitional period. These guidelines were published by the SBA in June 2022 with the aim of strengthening the position of the Swiss financial center in sustainable finance and make an important contribution to the transition to a sustainable economy.

The application of these guidelines ensures a uniform minimum standard for the integration of ESG preferences and risks in investment advice and asset management. The guidelines are intended in particular to prevent greenwashing in the context of investment advisory and asset management services provided to clients.

Careful selection ensures that sustainable investments target companies that meet strict ethical criteria and whose activities are based on economic efficiency, environmental compatibility, social responsibility and robust governance. The Bank's clients thus have access to a wide range of sustainable investments. As a result of all the work carried out in 2023, the strategy and document «Taking into account customer preferences in ESG» was developed. The aim of this document, which will be reviewed periodically in line with changes to BCF's investment practices and approach, is to summarize the characteristics and risks of investments that incorporate ESG criteria in a more or less prominent way and to formally document the main principles applied by BCF with regard to sustainable investing.

Our investment policy: [Investing through sustainability \(bcf.ch\)](https://www.bcf.ch), including ESG preferences

GRI	Products and services	Unit	2023	2022	2021	2020	2019
<b>Wealth management</b>							
G4-FS8	Sustainable asset management mandates Private Clients	number	31	32	22	2	0
	Sustainable asset management mandates Private Clients	CHF million	12.2	14.6	9	1.37	0
	Share of sustainable mandates in total wealth management mandates Private clients (by volume)	%	2.3	3.6	2.6	introduced	
	Sustainable asset management mandates Institutional clients	number	6	-	-	-	-
	Sustainable asset management mandates Institutional clients	CHF million	575.2	-	-	-	-
	Share of sustainable mandates in total wealth management mandates Institutional clients (by volume)	%	51.4	-	-	-	-

## Focus on the gold market

BCF only sells and buys Fairtrade or traceable gold apart from its former bars. It is thus responding to strong demand from private institutions and investors.

### Fairtrade gold

The Fairtrade Max Havelaar label is used for 1-20g ingots. It ensures better protection for people and the environment in artisanal gold mining. Here are a few examples:

- long-term commercial development with mines;
- guaranteed minimum price;
- Fairtrade premium of USD 2,000.- per kilogram for the mines in question; this additional income is invested in community projects (schools, water supply, medical centres, etc.) and enables the improvement of operations;
- measures to protect health and accidents (security, training, protective clothing, etc.);
- prohibition of forced labour, abusive child labour or any other form of discrimination.

The Fairtrade code allows the gold to be traced back to the mine.

More information on [www.maxhavelaar.ch](http://www.maxhavelaar.ch)

### Traceable gold

The term «traceable» is now used for ingots weighing more than 20 grams and ensures traceability as evidence of the origin of gold.

The logistics chain for traceable gold:

- the gold originates from a certified mine;
- the DNA marker is sprayed on raw gold;
- at the refinery, a PCR test is carried out on raw gold in order to detect the marker. The gold is then treated separately;
- the traceable gold ingots bear a unique serial number and are, where appropriate, stamped;
- during the production of ingots, there is no mixing with non-traceable gold;
- the information on the origin is seized by the Banque Cantonale de Zurich;
- the client has complete transparency and traceability;
- the premium charged by the refinery is used to support environmental and social projects.

From left to right: Fabienne Zurkinden, Wealth Management Advisor, Alexandre Renevey, Head of Wealth Management, Nathalie Wyss, Wealth Management Advisor and Julien Yerly, Head of Investment Office



## Objectives 2024-2027

- We regard sustainability as an essential component of our client dialogue.
- We offer our customers sustainable mortgage products that offer attractive interest rates to customers who want to build, purchase or renovate a property that meets the current energy standards.
- We provide our clients with information and advice on real estate financing, focusing on preserving the long-term value of the properties and the opportunities to improve the energy efficiency of the buildings (value appreciation), in accordance with the binding guidelines of the Swiss Bankers Association (SBA) in this area.
- We train all our advisors on how to preserve the value of real estate in the long term and how to improve the energy efficiency of buildings, as well as on the financing of the corresponding measures, in accordance with the SBA guidelines.
- We provide our customers with advisory tools relating to the assessment of renovation costs, CO<sub>2</sub> emissions and the sustainability of real estate. We integrate sustainability aspects as much as possible into our financing and investment analyses and decisions, in particular environmental, social and governance criteria.
- We ensure that our financial investments comply with BCF's sustainability approach.
- We train advisors and employees on sustainable products and socially responsible investment.
- We identify the main environmental and social impacts of our portfolios and services, and define management indicators to improve the quality of our advice.
- We expand our sustainable investment portfolio with the aim of increasing the volume of portfolios that include the ESG preferences chosen by the client.

# A responsible employer

With more than 530 employees, BCF is one of the largest employers in the canton of Fribourg. The number is increasing, and the turnover rate remains low (3.6 per cent). Personnel expenses amounted to CHF 81.4 million in 2023, which is higher than the previous year's figure of CHF 70.5 million.

With its long-term business policy, BCF offers secure jobs in a high-performance company. The Bank motivates its employees through careful management and development measures at all levels. It encourages employees' entrepreneurial spirit and action by delegating and involving them as much as possible. Through direct and spontaneous dialogue and an idea box managed by young employees, BCF encourages exchanges within the Bank. BCF offers attractive, family-friendly working conditions at all levels of the hierarchy. It offers the possibility of phased retirement or annualized working hours, and unpaid leave for employees to dedicate themselves to personal projects or private activities.

BCF protects the integrity of its employees. It fights against prejudice and all forms of discrimination in the work environment and promotes the diversity of people. In 2023, no cases of discrimination were identified by BCF.

Periodic surveys of employee satisfaction are conducted, particularly in the qualification interview, which evaluates employee satisfaction on three levels: personal, team and Bank. The performance, skills and training needs of all employees are also evaluated.

Following the measures taken in 2023 on soft mobility, the agglomeration of Fribourg confirmed that BCF meets the requirements of a mobility plan. Thanks to this plan, employees receive financial benefits over annual Frimobil subscriptions in order to promote soft mobility and a better quality of life.

All mandates and ancillary activities outside the Bank must be declared in order to avoid any conflict of interest. Periodic reviews are conducted in order to identify possible deviations in the behaviour of employees. In this context, the Bank regularly checks compliance with guidelines and regulations, e.g. on insider trading and unfair competition.

GRI	BCF as an employer	Unit	2023	2002	2021	2020	2019
<b>Workforce</b>							
2-7	Number of employees (including apprentices and auxiliaries)	number	532	489	474	474	471
	- of which number of women	number	288	269	263	266	261
	- of which number of men	number	244	220	211	208	210
	Number of employees (full-time equivalent)	positions	443	423.4	404.8	406.5	403.8
	- Number of part-time employees	number	136.7	125.4	122.8	113.5	110.8
	- Number of part-time employees as a %	%	29.5	29.7	30.3	27.9	27.4
	Women in senior management (from function level 5)	%	7.3*	4.9	3	3	3.2
	Women managers (from function level 3)	%	14.2*	19.5	16.7	14.6	12.4
	Women in total staff	%	54.1	55	55.5	56.1	55.4
	Fluctuation (net) in total	number	12	18	12	9	18
	Rate of fluctuation (net) in total	%	2.6	4.02	2.29	1.91	3.82
	Recruitment in total	number	67	41	23	28	28
	Recruitment rate in total	%	14.8	9.59	5.27	6.51	6.51
	- Female recruitment rate	%	50.75	67.75	41.4	47.6	26.7
	- Male recruitment rate	%	49.25	32.25	58.6	52.4	73.3

\* Consolidation of level 3 and level 5 functions explains the differences in the allocation of women managers.



## A fair salary policy

BCF's salary policy is based on the principle of equal pay for equal work. In the fall of 2020, BCF received the SGS «Fair-ON-Pay+» certificate confirming compliance with equal pay for women and men. The certificate is valid for four years. BCF's job model is the cornerstone of the implementation of equal pay. All functions are evaluated on a uniform scale and using objective criteria. In July 2022, a maintenance analysis of the «Fair-ON-Pay+» certificate confirmed that equal pay for women and men is guaranteed at BCF.

BCF encourages mixed teams (gender and age) able to develop more creative, more viable and higher quality solutions.

By 2023, women represented 54% of the Bank's workforce. BCF has set itself the goal of increasing the proportion of women in positions of responsibility.

The Bank is firmly committed to equal opportunities and fair employment conditions, and advertises all its positions internally and externally. Whether part-time or full-time, employees benefit from the same working conditions granted by the employer.

BCF takes into account the needs of its employees by offering them tailor-made solutions: in particular, it encourages part-time work by systematically proposing a choice of occupation rates for the positions it advertises.

BCF encourages the reconciliation of family and professional life. It has thus reduced the number of blocked hours during which employees are required to be present, enabling them to better combine working hours with private duties.

GRI	BCF as an employer	Unit	2023	2022	2021	2020	2019
	<b>Diversity and equal opportunity</b>						
405-1	Women on the Board of Directors	%	14.29	14.29	14.29	14.29	14.29
	Women in the Executive Board	%	16.60	16.6	16.6	20	20
	Women in senior management (power of attorney or general power of attorney)	%	6.70	6.4	7.8	7.7	3.9
	Women in senior management (from function level 3)	%	13.90	4.9	3	3	3.2
	Women in senior management (proxy, power of attorney or general power of attorney)	%	20.70	19.95	16.7	14.6	12.4
	Proportion of women in the total workforce	%	54.10	55.0	55.5	56.1	55.4
	Employees under 19 years of age	%	5.26	4.91	5.91	5.27	5.73
	Employees aged 20 to 29 years	%	16.73	16.56	16.03	17.09	15.71
	Employees aged 30 to 39 years	%	18.8	17.59	16.88	17.51	19.11
	Employees aged 40 to 49	%	21.61	21.68	22.15	21.94	20.6
	Employees aged 50 to 59	%	29.9	31.9	33.54	32.7	33.12
	Employees over 60 years of age	%	7.7	7.36	5.49	5.49	5.73

## Ensuring health and a balanced life

BCF takes preventive measures to promote health and is committed to minimizing the risk of occupational illness. Ergonomics at the workplace is a priority: height-adjustable desks that allow employees to work standing up have been made available and ergonomic advice has been provided by a specialized company. In order to prevent psychological problems, BCF works with the Clinique du travail, which, if necessary, provides personalized follow-up for people who are at risk of overwork or who are victims of mobbing.

Employees benefit from excellent occupational and non-occupational insurance coverage. Training and e-learning modules are offered to teach them the best ways to ensure their safety and health at work. In 2023, a workshop entitled «Balancing for health» was offered to employees.

Employees who are absent for long periods due to illness are monitored individually.

Employees in contact with customers receive regular training on how to deal with any kind of aggression.

Defibrillators are installed on the floors of the headquarters and in the branches to provide first aid in case of emergency. Staff are trained to use these devices and each floor of the Bank's headquarters has a person in charge.

BCF encourages its staff to practice a sporting activity. For example, it offers registration to the Kerzerslauf. In 2022, BCF was also awarded the label «Performance Sport-Friendly Training Company» by Swiss Olympics.

On a regular basis throughout the year, the Bank organizes leisure events for employees and their families.

The Bank provides 16 weeks of maternity leave and two weeks of paternity leave. In 2023, 7 employees took maternity leave and 6 of them returned to work at the end of their leave. Employees have access to BCF-financed places at the University of Fribourg's daycare center. The possibility of working from home also helps to reconcile family and professional life.

BCF has offered its advisors the possibility of job sharing, which allows them to better reconcile their private and professional lives while continuing to hold a responsible position.

BCF provides employees with the opportunity to work from home one day a week in order to ensure cohesiveness between the teams and a good work-life balance. A directive describes and defines the processes, conditions and organization of working from home.

When the working conditions allow it, employees can take a long unpaid leave or increase their vacation time by reducing their salary.

In 2023, BCF increased the number of weeks of vacation for apprentices from 5 to 6.

GRI	BCF as an employer	Unit	2023	2022	2021	2020	2019
<b>Maternity / paternity</b>							
401-3	Employees who took maternity leave	number	7	5	7	8	5
	Rate of return to work after maternity leave	%	85	80	100	100	100
	Employees who took paternity leave	number	5	3	5	8	8
<b>Health and safety at work</b>							
403-10	Days of absence per employee						
	- due to illness	number	4.37	6.4	5.7	3.97	4.69
	- due to accident	number	0.74	0.71	0.35	0.89	0.94



Constantin Anatrà, auditeur interne, et son fils devant la succursale de Bulle



Laurane Binz, trainee, et Leon Hofmeier, apprentice

## Education as an important pillar

Training is the foundation of a dynamic company. Therefore, BCF places great importance on both the basic and advanced training of its employees at all levels of the hierarchy. It also trains many apprentices and all-round trainees. In 2023, BCF employed 20 apprentices and 6 all-round trainees, i.e. 5% of the total workforce. The 6 apprentices and 2 all-round trainees who completed their training in 2023 decided to continue their careers at BCF. This is a real satisfaction for the Bank, which relies on this new generation to ensure its future.

### Training to ensure quality

The skills of BCF's client advisors are regularly reviewed to ensure the high quality of advice and services. In 2023, BCF had 128 advisors certified by the Swiss Association for Quality (SAQ). This certificate is a guarantee of quality: it attests that the holder has the necessary skills and is familiar with the rules of conduct defined by the profession. BCF became a member of the Institut Supérieur de Formation Bancaire (ISFB) in 2022.

BCF supports its employees in various training programs. There are more than 80 training courses on the key skills related to the Bank's main functions. New employees benefit from a common core of courses and e-learning and, for those who do not come from the sector, from basic banking training. The new heads of organisational units receive the training required to obtain the leadership certificate of the Swiss Association for Leadership Training (SALT).

## Continuous progress

By focusing on the ongoing training of its employees, the Bank ensures a high level of competence and professionalism that will enable it not only to operate successfully today, but also to plan for a sustainable future. In 2023, the Bank's employees attended an average of 4.2 days of training, for a total of 2,221 days, which represents an increase of 5% on the previous year.

In addition to continuing education, BCF also actively supports employees who choose to follow a higher education course. In 2023, 9 people completed their course with a new diploma in their pocket, including: a federal diploma in financial advice, a federal diploma in financial market operations, three Bachelors of Science HES-SO in Business Administration, a Master of Arts in Accounting and Finance, a Master of Science BFH in Business Administration, a HES-SO CAS in mergers, acquisitions and transfers of businesses, and an EMBA in Integrated Management.

As of December 31, 2023, 38 employees were still undergoing postgraduate or higher education.



## Developing ESG advice

In addition to the courses on banking techniques, sales, client relations, legal, compliance and security, the focus in 2023 was on ESG training following publication of the Swiss Bankers Association's (SBA) guidelines on sustainable finance:

- Guidelines for Mortgage Providers on improving the energy efficiency of buildings;
- Guidelines for Financial Service Providers on the integration of ESG preferences and risks in investment advice and asset management.

In order to meet the requirements of these two guidelines and to improve the ESG skills of its advisors, BCF has developed two separate training courses.

## More about sustainable buildings

In 2023, BCF trained all private client advisors to recommend mortgage financing solutions in order to best support its clients in preserving their long-term value and improving the energy efficiency of their buildings.

The «ESG-Sustainable real estate» course, run face-to-face by Wüest Partner, featured the following topics:

- sustainability and real estate;
- labels, ratings and certificates;
- energy needs and CO<sub>2</sub>;
- energy renovation strategies;
- profitability of renovation measures.

The participants then attended face-to-face workshops given by the Centre of Competence in Building Renovation (CCRB). The following topics were discussed:

- overview of energy renovation and building development
- presentation of technical lexicon
- funding contributions (subsidies)
- energy certificates and data

In accordance with the SBA guidelines, the aim of these training courses is to integrate the following specific elements into mortgage financing advisory services for natural persons:

- Dialogue and assessment of the foreseeable need for renovation in order to encourage owners to deal with the question of maintaining the value and energy efficiency of the building in question (long-term value preservation and corresponding measures);
- Transparent presentation of possible financing solutions;
- Information on specialist agencies and services that may provide specific advice on the energy and financial impacts of potential optimisation measures;
- Where appropriate, assistance in the preparation of applications for funding.

Since the beginning of 2024, the Bank has offered its employees online training in the form of e-Learning modules, which cover the topics addressed in the face-to-face training courses.

## Learning to advise ESG

All staff have completed the «Sustainable Development» e-learning module created by BCF in 2018. BCF thus wants to enable employees to systematically integrate the concept of sustainability into their thinking and daily practice.

In order to be able to incorporate ESG preferences and risks into investment advice and wealth management, the private client advisors also completed an e-learning module, developed by Fintelligence, which allowed them to acquire the basic principles to understand ESG objectives and their impact on financial performance and the prevention of greenwashing.

After this module, the advisors took part in an internal training course with the following objectives:

- be familiar with BCF's sustainable investment policy and the range of investment solutions offered;
- be able to present these solutions to clients, meet their expectations and prevent greenwashing.

As regards wealth management advisors, an internal face-to-face training has been implemented, following five online modules dedicated to the following topics:

- «ESG: Introduction and context»;
- «ESG Investments»: Integration of ESG criteria into the investment process, client ESG preferences, ESG approaches in advisory services, ESG solutions for different asset classes;
- «ESG Regulations and Guidelines»: Overview of the international basis and regulation, ESG Guidelines issued by the SBA and FINMA;
- «ESG analysis and data»: ESG assessment, typical ESG indicators, ESG assessment models and ratings, ESG data (assessment, sources and problems);
- «Stewardship and ESG commitment»: definition and content, commitment approaches.

All «ESG» courses have now been incorporated into BCF's training catalogue in order to train new employees. Corporate advisors are also being trained on how to improve the energy efficiency of buildings in the current year.



## Supporting staff development

BCF's staff development measures are designed to maintain or improve the employability of its employees. To this end, it offers 35 succession plans in the form of programs of measures, job-related and cross-functional training for high-potential individuals under 30 years of age who have completed or are in the process of completing a higher education.

To prepare for retirement, informative and interactive programs are offered to employees aged 55 and over. Courses on financial planning and inheritance law are also offered. From the age of 60, employees are supported in their reflection on their life plans after retirement and are made aware of health issues and the support services available to guide them.

## A healthy pension fund

BCF employees are affiliated to the pension fund of the Banque Cantonale de Fribourg, which has a coverage rate of 111%. BCF's benefits are generous, with average contributions of 2.5 times those of the employees. The performance bonus is also subject to the pension fund.

In 2023, BCF decided to make a platform available to employees so that they can determine retirement conditions and carry out simulations at any time.

## Objectives 2024-2027

- We advertise all vacant positions, both internally and externally;
- We continue our efforts to increase the proportion of women in positions of responsibility by 5% over the next three years.
- We are training the next generation, which represents at least 5% of the Bank workforce, through apprenticeships and all-round traineeships.
- We encourage young people to undergo a higher education funded by the Bank.
- We encourage our employees to take further training and ensure their employability through the provision of a development plan.
- We ensure a fair remuneration policy. This principle of equity is regularly reviewed by the external «Fair-On-Pay+» institute, which requires a difference of no more than 5%.
- Recognizing the importance of health in the workplace, we take measures to reduce the number of days of absence of our employees due to illness or accident. The absenteeism rate should not exceed the 5% threshold.
- We offer modern work models (e.g. job sharing). Flexible working hours, job mobility for advisors and the possibility of working from home help to retain employees. The turnover rate is kept low (<5%).

GRI	BCF as an employer	Unit	2023	2022	2021	2020	2019
	<b>Initial and ongoing training</b>						
402-2	Employees with in-service training	number	532	465	450	425	426
404-1	Total number of employees in training	number	532	489	474	474	471
	- of which apprentices	number	20	19	20	20	19
	- of which participants in the internal training program	number	506	465	450	425	426
	- of which trainees	number	6	5	4	4	4
	Total internal training and continuing education per employee, in total	days	4.2	4	3.8	2.25	3.5
	Amount reserved for training	in thousand CHF	1,065	961	953	607	837



Christel Andrey Schorro, Head of Training

# A socially committed bank

**BCF is distinguished by its proximity to its clients and its regional roots. It contributes to the strengthening and development of the economy and society.**

BCF supports local businesses, thus helping to preserve jobs and training places in the canton. It helps companies in the various phases of their development.

BCF's economic activity consists of generating a lasting positive effect for its various stakeholders. BCF finances municipalities, public companies, semi-private public institutions, social organisations and public utility organisations. Directly or indirectly, these loans are in the public interest and include a social component.

In 2023, BCF took part in the Union of Swiss Cantonal Banks' study on sustainable development, which noted that the general public found it difficult to make the connection between sustainable development and cantonal banks. It also pointed out that sustainable financial products were still not well known. The study recommended that the cantonal banks communicate with examples.

This report and the Bank's publications on social networks are in line with this recommendation. In 2023, BCF continued its presence on the social networks [Instagram](#) and [LinkedIn](#). It used these two communication channels in particular to highlight its social and environmental commitment.

## At the heart of Fribourg society

Every year, BCF supports sports and cultural projects and events throughout the canton. It is committed to those who make the region dynamic and make Fribourg shine, for all citizens. It sponsors numerous cultural, sporting and social projects and events that allow the people of Fribourg to experience moments of discovery and emotion. It actively participates in the well-being of the population.

In 2023, the Bank contributed CHF 3.9 million to the development of culture, sport and education. The partnerships are aimed at long-term collaboration (generally 3 years, renewable). The partner associations can count on a fixed contribution. The Bank has concluded more than 100 partnerships that strengthen its brand image and support its commercial strategy. These partnerships enable the bank to have a privileged contact with nearly a thousand clubs and companies affiliated with the various umbrella organisations.

BCF does not support individual athletes, motorized and extreme sports, violent sports and activities that have a negative impact on the environment. It only supports projects and events whose benefits are intended to be used in the canton of Fribourg.

BCF has partnerships with the Fribourg Association of Young Musicians, the BCF Elfic Fribourg and the Fribourg Ski and Snowboard Association. It also supports the following events and associations: Chamber of Commerce and Industry of the canton of Fribourg, Contingent des Grenadiers fribourgeois, Équilibre-Nuithonie, Fédération fribourgeoise des chorales, Fédération fribourgeoise des sports équestres, Festival International de Films de Fribourg, Festival Murten Classics, Fribourg Natation, Fribourg Olympic Basket, FriUp, Rencontres de folklore internationales (RFI), Société cantonale des musiques fribourgeoises, Team AFF-FFV, University of Fribourg and Volley Düdingen.

BCF supports the canton's flagship club, HC Fribourg-Gotteron, which plays its home games in the BCF Arena.

In 2023, BCF debit card holders were able to benefit from favorable conditions with the following partners: Arena Cinémas Fribourg, Les Bains de la Gruyère, Urbanspa, Papiliorama, Hostellerie am Schwarzsee, Association Ile d'Ogoz and the Générations magazine .

The Foundation of the Banque Cantonale de Fribourg, created on the occasion of the 100th anniversary of the BCF in 1992, also participates in the support of the regional associative fabric. With a capital of 2.25 million francs, it will promote

the implementation and development of cultural, artistic and scientific projects. Since its creation, it has invested more than one million francs in important projects that mark the life of the canton of Fribourg. In 2023, the Foundation supported the 40-year-old era of Fri-Son, the emblem of Fribourg's musical culture, whose reputation extends far beyond cantonal boundaries. During a whole September weekend, 23 groups, 85 artists and above all 5,000 spectators celebrated the anniversary of the mythical hall, under the motto «Vier-tante Quarzig». The Fondation de la BCF also committed to publishing the new edition of the Senslerdeutsches Wörterbuch, the second skin exhibition of the tramway workshop,

the Buntspecht spectacle of the junges Theater Kerzers, the Requiem truninium concert and the acquisition by SMEM of the musical instrument «Orbita».

BCF is actively involved in the «4 Pillars of the Fribourg Economy (4P)» with the Établissement cantonal d'assurance des bâtiments (ECAB), Groupe E and the Transports publics fribourgeois (TPF). The basic mission of the 4P is to support large-scale projects with a sustainable vocation, in various fields (culture, health, social, sport, etc.).

BCF: partner of Fribourg Natation



## Raising awareness of financial issues

BCF makes its economic publications and market commentaries available. In addition, the Bank offers various useful tools on its e-banking platform to help clients better manage their finances by knowing the structure of their expenses and income. Other practical information is published in the product brochures. BCF is gradually developing and testing new services to inform interested parties about financial, social, ecological and technological issues and to promote dialogue.

BCF offers several opportunities for young clients to open their first account. It also supports them in learning how to manage their finances, among other things through its participation in the Finance-Mission project. Together with other cantonal banks and two educational associations, BCF founded the «Finance-Mission» association, which aims to help young people learn how to manage their finances (<https://financemission.ch/fr/>).

The association proposes an offer aligned with the study plans and an interactive teaching tool for use in secondary I schools. The objective is to deepen basic financial skills knowing the financial impact of projected investments, establishing a budget, planning income, prioritizing expenses and saving and to offer young people the opportunity to compare their values in relation to money and consumption with those of other young people their age.

Responsible organisations are guided by ethical principles in their commitment through the association. For example, they do not influence the educational offer, do not advertise products and do not seek to acquire customers.

## A win-win option for the Canton

The canton of Fribourg benefits directly from BCF's success. In 2023, the Bank assumed its full role as a contributor by paying 85.8 million francs to the cantons, municipalities and parishes. This includes taxes, compensation for the State guarantee, the interest on the endowment capital and an extraordinary payment of CHF 19.5 million to the canton. The majority of employees are also subject to taxes in the canton of Fribourg, which also represents a contribution to the public finances of each of the municipalities concerned.

## Benefits for everyone

Account management (basic services: savings, pension provision, payment transactions), cards (individual services), custody account management or safe-deposit boxes are services accessible to the entire population with a connection with the Bank's economic area. There is no exclusion criterion. For example, BCF is one of the few banks that does not set asset-based account fees. Basic services are offered to all customers, free of charge or for a few specific services at very competitive prices.

## Sustainable procurement

In order to minimise negative impacts along the supply chain, BCF takes sustainability aspects into account when placing an order. Wherever possible, BCF uses suppliers located within its own business area to support small and medium-sized enterprises. When it buys products or assigns a mandate to a provider, sustainability considerations are taken into account.

GRI	Social commitment	Unit	2023	2022	2021	2020	2019
201-1	<b>Net Value Creation</b>						
	- Sponsorship	CHF million	4	4	3.5	3.2	3.9
	- Public authorities	CHF million	85.8	64.6	62.3	69.9	70
	share to the Canton	CHF million	80.5	61.3	59.1	66.4	60
	share to the municipalities	CHF million	4.5	3.0	2.8	3.2	9
	share to the parishes	CHF million	0.5	0.3	0.3	0.3	1
	- Personnel costs	CHF million	81	71	62	61	60



## Objectives 2024-2027

- We pass the majority of our contracts on to suppliers operating in our canton.
- We are committed to more than 500 sports, cultural, economic and social associations, clubs and events throughout the canton. In order to support the development of the canton, an annual budget of around 4 million francs is allocated for sponsorship.
- We give special support to the training of young people in sport, culture and occupation.
- We are committed to educating young people about responsible money management. Together with the other cantonal banks and the teachers' unions, we support the FinanceMission association, which aims to develop young people's knowledge of budget management.
- through the BCF Foundation, we finance the creation and development of cultural, artistic and scientific projects that have an impact on the general public.
- our art collection supports artists from the Canton of Fribourg, both emerging and established. An annual budget shall be allocated for the acquisition of works of art.

# Corporate ecology

Since 2003, BCF has been committed to reducing CO<sub>2</sub> emissions and is looking year after year for measures that can have a positive and measurable impact on reducing carbon emissions.

Since 2008, BCF has been drawing up its CO<sub>2</sub> balance sheet, considering its production of direct and indirect emissions. Since 1 January 2024, when the SBA Directives entered into force, the Bank has been required to collect energy data relating to the buildings. On this basis, the Bank's objective is to calculate the CO<sub>2</sub> emissions from scope 3 in the near future.

To date, the main sources of emissions have been related to heating buildings and commuting, which together account for 79% of all emissions. This is followed by office supplies, where the impact of the replacement of computers was first recorded in 2023 and represents 11% of this category.

From 2018 to 2022, the total emissions of BCF decreased by almost 300 tCO<sub>2</sub> per year. The significant increase in the impact of electricity between 2021 and 2022 is due to the revision of the emission factor for hydropower electricity (EF). Previously, the EF only considered the impact of the operation and maintenance of dams. Since 2022, the Coordinating Conference of the Construction and Building services of the Public contractors KBOB, the coordination body of the federal construction services, has included the impact of grey energies related to the construction of the latter.

The reduction in CO<sub>2</sub> emissions by 22.2% is relatively moderate if one does not take into account the fact that BCF's balance sheet increased more than 2.5 times over the same period. By comparison with its growth rate, BCF actually reduced its CO<sub>2</sub> emissions by more than 50 percent without reducing the number of points of sale. This demonstrates the effectiveness of measures taken to reduce CO<sub>2</sub> consumption. For example, we can say that impact materiality has long been an integral part of BCF's business models.

## A plan of measures

BCF invests pro rata to its CO<sub>2</sub> production in the Carbon Fri Foundation, allowing it to obtain two labels, certified by Climate Services, an accredited organisation that ensures ISO compliance:

- The Carbon Fri label certifies that its balance sheet is drawn up in accordance with international standards and ISO 14064-1, thereby confirming that BCF has a climate policy and a plan of measures to reduce CO<sub>2</sub> emissions. The Bank is responsible for collecting the necessary data, whereas Climate Services, accredited by the Carbon Fri Foundation, quantifies emissions, interprets the results and drafts the balance sheet.
- The second certificate concerns the online Bank. Meeting ISO 14044, it confirms that the whole life-cycle assessment (LCA) of its online products (www.bcf.ch site, maBCF por-

Table of emission trends between 2008 and 2022:

Categories	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>	tCO <sub>2</sub>
Heating	499	472	488	471	529	580	425	484	501	485	401	431	404	430	399
Electricity	166	160	160	161	168	143	145	139	102	2	2	2	2	2	21
Commuter trips	413	352	341	328	338	384	322	322	350	327	373	378	340	432	394
Business trips	42	40	39	37	30	52	58	45	43	44	39	40	28	33	41
Office supplies	177	175	195	186	142	171	151	145	110	113	118	122	107	104	144
Waste						2	2	2	2	2	2	2	2	6	9
Water						3	3	3	3	3	3	3	3	3	1
Transportation								12	6	1	7	9	7	1	1
<b>Total</b>	<b>1,297</b>	<b>1,199</b>	<b>1,222</b>	<b>1,183</b>	<b>1,207</b>	<b>1,335</b>	<b>1,107</b>	<b>1,152</b>	<b>1,117</b>	<b>976</b>	<b>944</b>	<b>986</b>	<b>893</b>	<b>1,010</b>	<b>1,009</b>



Patrick Neuhaus, Head of Real Estate and Logistics, in front of the monobloc at the top of the headquarters

tal, e-Banking and mobile banking) is taken into account when calculating CO<sub>2</sub> emissions. LCA is a valuation method that allows the environmental impacts of a service or product to be quantified throughout its life cycle (upstream supplier, BCF production and customer use downstream of the product value chain).

BCF systematically promotes energy and natural resource savings in all areas. In 2023, it continued to take the necessary steps to participate in the collective efforts to avoid an energy blackout in Switzerland. In addition to these one-off measures, it planned to change many of its lighting fixtures, launch the renovation of the ventilation system at its headquarters and started the renovation of several of its branches. Energy efficiency is taken into account in each of these renovations.

Environmental aspects are also taken into account in purchasing: both the suppliers and the products and services, if possible from within the Bank's area of activity, must not only meet price and quality requirements, but also respect ecological and social standards.

## High-performance buildings

The Bank continues to upgrade its buildings for better energy performance. In 2023 it opened two branches, Chiètres and Morat. It has also undertaken the renovation of part of its headquarters offices. In this context, BCF takes into account best practices, particularly with regard to the building envelope. Wherever possible, photovoltaic panels are installed. In 2022, a project to connect the headquarters to the district heat was started, to be effective in 2024. BCF buildings are at the centre of urban areas and therefore do not affect biodiversity-rich areas.

## Optimizing resources

BCF uses and optimizes its resources efficiently in order to have a positive impact on its CO<sub>2</sub> balance sheet. A number of actions are added to the annual action plan. BCF has been publishing figures on its environmental commitment in its Annual Report for several years and continues to develop its indicators in this report in the years to come.

### From green electricity to the meter

The electricity supply is 100% covered by Hydro Fribourg green electricity. BCF favors LED or low-energy bulbs for the exterior and interior lighting of its buildings. When modernizing its buildings, it implements automatic lighting management. It operates exclusively on green hydro power and has signed several district heating contracts for its buildings for the 2024-25 period.

### For a more responsible IT

BCF customers are encouraged to participate in climate protection by using e-banking.

The annual Carbon Fri certificate for the Bank's online services was issued to BCF in April 2023. This certificate attests that the CO<sub>2</sub> balance has been established by an accredited organisation guaranteeing compliance with the ISO 14044 standard. It also guarantees the presence of a climate policy and a declaration of intent to reduce CO<sub>2</sub> emissions as well as the existence of a certificate of investment in the Carbon Fri Foundation.

In 2023, BCF participated in a workshop on sustainable digital, organized by Swiss Triple Impact Fribourg, and will publish the action plan adopted in 2024.

100% of BCF's IT services are outsourced to Swisscom, which in 2020 was voted the world's most sustainable company in the field of telecommunications companies by World Finance magazine. (See *Swisscom's One pager in the appendix*).

### Reducing paper consumption

100% of the paper used by BCF is recycled paper. All paper is FSC certified. BCF also gives its customers the possibility to do without paper mailings with its e-documents. In 2019, BCF replaced its counter receipts with an electronic signature, which corresponds to a saving of 2 million sheets per year. Since 2019, the Bank has reduced its paper consumption by 40%. From that year, the replacement of the workplaces was integrated into the CO<sub>2</sub> balance sheet and accounted for 11% of the office supply volume.

### Business and commuter traffic

Wherever possible, work trips are made by public transport. Work-related traffic has decreased by 37% between 2013 and 2022.

BCF provides financial support to its employees when they purchase an annual public transport pass (job abo). BCF has also installed charging stations for the electric vehicles of its employees.

In 2022, BCF established a mobility plan recognized by the Fribourg Agglomeration. The plan offers employees financial advantages on annual Frimobil transport pass. Measures to promote soft mobility will be implemented, such as the acquisition of electric cars and cooperation with Mobility.

### Objectives 2024-2027

- We are improving the energy efficiency of our buildings, using environmentally friendly resources and reducing business-related waste as much as possible.
- We supply ourselves with 100% renewable energy.
- We are reducing all greenhouse gas emissions from our operations since 2019 by 10% by 2027.
- We increase our energy efficiency by 30% from 2008 levels by 2027.
- We connect all our buildings to district heating as soon as it is available.
- We supply ourselves with 100% recycled paper and FSC only.
- We are investing in the projects of the Carbon Fri Foundation pro rata to our production of CO<sub>2</sub>, and are thus awarded the Carbon Fri label.
- with our CO<sub>2</sub> balance sheet certified by Climate Services, we annually update our corrective measures plan.

GRI	ApME	Corporate ecology and climate protection	Unit	2002	2021	2020	2019	2019-2022
<b>301-1-3</b>		<b>Energy consumption</b>						
	1	Building consumption	kWh	3,649,280	4,116,677	4,023,114	4,267,525	-14.5%
	1a	Electricity	kWh	1,759,651	1,782,011	1,854,056	2,011,640	-12.5%
		Hydropower	%	100	100	100	100	
	1b/c	Heat	kWh	1,889,629	2,334,666	2,169,058	2,255,885	-16.2%
	1c	Renewable energy	kWh	273,056	306,134	309,714	294,239	-7.2%
	1b	Fossil fuels	kWh	1,396,000	2,025,033	1,859,344	1,961,646	-28.8%
	1b	Natural gas	kWh	1,135,164	1,613,256	1,343,939	1,368,343	-17.0%
	1b	Fuel oil	kWh	260,836	411,777	515,405	593,303	-56.0%
<b>302-3</b>		Energy consumption per employee	tCO <sub>2</sub>	2	2.1	2.2	2.4	-12.5%
		Emissions per FTE mobility	tCO <sub>2</sub>	1	1.2	0.90	1.00	
	2	Total business traffic	km	243,624	150,011	148,226	227,682	7.0%
	2a	Train	km	17,183	10,228	6,041	23,303	-26.3%
	2b/c	Car	km	157,181	139,783	134,400	193,023	-18.6%
	2d/e	Airplane	km	0	0	7,785	11,200	-100.0%
		<b>Office paper consumption</b>		69,260				
<b>301-1</b>	3	Total paper consumption	kg	69,060	65,352	68,423	75,581	-8.6%
<b>301-2</b>	3a	Share of recycled paper	%	100	100	100	100	
	3d	Share of FSC paper	%	100	20	20	20	400.0%
		<b>Water consumption</b>						
<b>303-5</b>	4	Total water consumption	tCO <sub>2</sub>	1	2.5	3	3	-66.7%
	4c	Drinking water	%	100	100	100	100	
		<b>Waste</b>						
<b>306-3</b>	5	Total waste	kg	15,226	24,625	49,302	55,355	-72.5%
		<b>Greenhouse gas emissions</b>						
	7	Total Scopes (ApME)	t	1,009	869	894	985	2.4%
<b>305-1</b>	7a	direct (Scope 1)	t	303	435	411	439	-31.0%
<b>305-2</b>	7b	indirect (Scope 2)	t	28	2	2	2	1300.0%
<b>305-3</b>	7c	Other indirect (Scope 3)	t	678	432	481	544	24.6%
	7	Total source (ApME)	t	1,009	869	894	985	2.4%
		Electricity	t	21	1.5	1.6	2	950.0%
		Heat	t	399	430	404	431	-7.4%
		Professional traffic	t	41	34	28	40	2.5%
		Commuting	t	394	432.1	340	378	4.2%
		Service vehicle consumption (Freight)	t	1	4.1	7	9	-88.9%
		Paper	t	144	103.4	107	122	18.0%
		Water	t	1	2.5	3	3	-66.7%
		Waste	t	9	5.5	2	2	350.0%
<b>305-4</b>		GHG per employee	tCO <sub>2</sub> /empl	2.1	2.1	1.9	2.1	-0.1%
		GHG per employee	tCO <sub>2</sub> /ETP	2.4	2.5	2.2	2.4	0.0%
<b>305-4</b>		GHG per million of the sum of the balance	tCO <sub>2</sub>	36	32	32	40	-9.9%

The 2023 figures are collected during the 2022 financial year, which is why we have a mandatory one-year lag for these figures.



# History of ESG actions

**Environmental thinking, modernizing buildings and equipment, but especially changing habits, take a long time!**

BCF has been working step by step for years to reduce its impact, despite its strong economic growth.

BCF has set up a «Sustainable Development» task force from the outset, ensuring that all the activities it operates have a cross-cutting impact and thus have a measurable impact on CO<sub>2</sub> reduction.

## Main activities

Here is a brief summary of the main actions that have led to a reduction in CO<sub>2</sub>:

2003	Establishment of the «Sustainable Development» working group at BCF	2012	application of the Eco-Design when redesigning its website. To this end, BCF obtained the advice of GreenIT.fr, Breek and GreenIT Consulting to draw up an appropriate specification, which then led to the creation of the book «Eco-conception web / les 100 bonnes pratiques de M. Frédéric Bordage, aux éditions Eyrolles ISBN 978-2-212-13575-6, Norme ISO 26000 introduite, Surveillance à distance des citernes»
2004	Contracting with Groupe E for thermal insulation (headquarters)	2013	opening of heating circuits at the head office, energy analysis at the head office, Installation of a new gas boiler at the Vuisternens-devant-Romont branch
2005	20% increase in the use of Jade electricity	2014	Replacement of 232 thermostatic valves at headquarters, replacement of windows at Charmey branch, systematic double-sided printing
2006	Air cooling of the cooling installation	2015	New LED lighting in the seat basement, partial replacement of the seat glazing, connection of the Morat branch to district heating
2007	Replacement of lift engines	2016	Replacement of the balance of the office glazing at the headquarters, additional insulation to the lock ceiling and installation of LED lighting at the headquarters, renovation of the exterior of the building of the Estavayer-le-Lac branch, replacement of windows and installation of a partial insulation of the courtyard at the headquarters
2008	First CO <sub>2</sub> balance sheet, e-invoice system, limiting impressions	2017	Eco-geste, creation of an e-learning on sustainability for all BCF employees
2009	1st LED sign and temporisation of signage on public lighting	2018	Following various reflections since 2014, the ISO 14024-certified Carbon Fri Foundation was founded in February 2018 by Banque Cantonale de Fribourg, Chambre de commerce et d'industrie du canton de Fribourg and Industry, and Climate Services.
2010	Double-sided printing by default, Climate Services silver label, automatic end-of-day shutdown of computers	2019	BCF First sustainability Charter
2011	Certification of e-Banking according to ISO 14064 with investment of CO <sub>2</sub> residues issued by clients' transactions through certificates of a reforestation project in Africa, awareness-raising campaign: Eco-system services, lighting improvements client zones, Climate Services gold label	2020	Creating a BCF ESG mandate
		2021	New ESG Charter incorporating SDG targets
		2021	First sustainability Report 2021
		2022	New sustainability Report 2022 with a new visual

identity and the creation of two micro-sites, <https://rg.bcf.ch/en> and <https://esg.bcf.ch/en>, for more targeted research of the ESG information made available to BCF

- 2023 Alignment of the two SBA Directives:
- Guidelines for financial service providers on the integration of ESG preferences and ESG risks into investment advice and wealth management through the establishment of an investment policy
  - Directives for mortgage providers on improving the energy efficiency of buildings by integrating ESG criteria taken into account in the credit field
- Preparation and validation of a mobility plan, establishment of an investment and credit policy in order to meet the requirements of the SBA Directives voluntarily.
- Establishment of the process of verifying the traceability of gold on purchases and sales.

## Recurring annual activities

From and until today:

- 2008 Preparation of the CO<sub>2</sub> balance sheet certified with a plan of measures
- 2011 Certification of e-Banking according to ISO 14064 with investment of CO<sub>2</sub> residues issued by the client's transactions through certificates of a reforestation project in Africa, then in the Carbon Fri Foundation.
- 2014 Preparation of the online bank's CO<sub>2</sub> balance sheet in accordance with ISO 14064 (including bcf.ch applications, mybcf, e-banking, mobile banking)
- 2020 Fair-On-Pay, renewal of SQS Fair-On-Pay+ certificate, renewed every 2 years
- 2021 Preparation of the sustainability Report

# ESG References

To discover the many facets of BCF, its history, its activities and its commitments, please click on the following links:

About us: [About us | BCF](#)

Governance: [Corporate governance | BCF](#)

Legal information: [Legal information | BCF](#)

General terms and conditions and Regulations: [General terms and conditions and Regulations](#)

Investor information: [Investor information | BCF](#)

Data protection: [Privacy Statement and data transfer](#)

Our Annual Report: [Annual Report 2023 | BCF](#)

Our sustainability: [Sustainability Report 2023 | BCF](#)

Our renovation calculator: [renovation calculator](#)

Our investment policy: [Investing through sustainability \(bcf.ch\), including ESG preferences](#)

Sponsorship: [Sponsorship](#)

Sustainable partners: [Sustainable partners](#)

Other documents:

[Act of 22 November 1988 on the Banque Cantonale de Fribourg - 961.1](#)

Swiss Bankers Association (SBA) Directives on:

Investments: [Guidelines for Financial Service Providers on the integration of ESG preferences and risks in investment advice and asset management](#)

Loans: [Mortgage Provider Guidelines for Energy Efficiency Improvements in Buildings](#)

Agglomeration mobility Plan: [Corporate mobility Plan · Fribourg Agglomeration \(agglo-fr.ch\)](#)



Adriana Cotting, apprentice

# Key figures

GRI	BCF as an employer	Unit	2023	2022	2021	2020	2019
<b>Workforce</b>							
2-7	Number of employees (including apprentices and auxiliaries)	number	532	489	474	474	471
	- of which number of women	number	288	269	263	266	261
	- of which number of men	number	244	220	211	208	210
	Number of employees (full-time equivalent)	positions	443	423.4	404.8	406.5	403.8
	- Number of part-time employees	number	136.7	125.4	122.8	113.5	110.8
	- Number of part-time employees as a %	%	29.5	29.7	30.3	27.9	27.4
	Women in senior management (from function level 5)	%	7.3	4.9	3	3	3.2
	Women managers (from function level 3)	%	14.2	19.5	16.7	14.6	12.4
	Women in total staff	%	54.1	55	55.5	56.1	55.4
	Fluctuation (net) in total	number	12	18	12	9	18
	Rate of fluctuation (net) in total	%	2.6	4.02	2.29	1.91	3.82
	Recruitment in total	number	67	41	23	28	28
	Recruitment rate in total	%	14.8	9.59	5.27	6.51	6.51
	- Female recruitment rate	%	50.75	67.75	41.4	47.6	26.7
	- Male recruitment rate	%	49.25	32.25	58.6	52.4	73.3
<b>Maternity / paternity</b>							
401-3	Employees who took maternity leave	number	7	5	7	8	5
	Rate of return to work after maternity leave	%	85	80	100	100	100
	Employees who took paternity leave	number	5	3	5	8	8
<b>Initial and ongoing training</b>							
402-2	Employees with in-service training	number	532	465	450	425	426
404-1	Total number of employees in training	number	532	489	474	474	471
	- of which apprentices	number	20	19	20	20	19
	- of which participants in the internal training program	number	506	465	450	425	426
	- of which trainees	number	6	5	4	4	4
	Total initial and further internal training per employee	days	4.2	4	3.8	2.25	3.5
	Amount reserved for training	in thousand CHF	1,065	961	953	607	837
<b>Health and safety at work</b>							
403-10	Days of absence per employee						
	- due to illness	number	4.37	6.4	5.7	3.97	4.69
	- due to accident	number	0.74	0.71	0.35	0.89	0.94
<b>Diversity and equal opportunity</b>							
405-1	Women on the Board of Directors	%	14.29	14.29	14.29	14.29	14.29
	Women in the Executive Board	%	16.60	16.6	16.6	20	20
	Women in senior management (power of attorney or general power of attorney)	%	6.70	4.9	3.2	3	3.2
	Women in senior management (from function level 5)	%	13.90	6.4	6.1	5.9	3.7



GRI	BCF as an employer	Unit	2023	2022	2021	2020	2019
<b>Diversity and equal opportunity</b>							
405-1	Women in senior management (proxy, power of attorney or general power of attorney)	%	20.70	19.5	16.7	14.6	12.4
	Proportion of women in the total workforce	%	54.10	55	55.5	56.1	55.4
	Employees under 19 years of age	%	5.26	4.91	5.91	5.27	5.73
	Employees aged 20 to 29 years	%	16.73	16.56	16.03	17.09	15.71
	Employees aged 30 to 39 years	%	18.8	17.59	16.88	17.51	19.11
	Employees aged 40 to 49	%	21.61	21.68	22.15	21.94	20.6
	Employees aged 50 to 59	%	29.9	31.9	33.54	32.7	33.12
	Employees over 60 years of age	%	7.7	7.36	5.49	5.49	5.73
<b>Social commitment</b>							
201-1	<b>Net Value Creation</b>						
	- Sponsorship	CHF million	4	4	3.5	3.2	3.9
	- Public authorities	CHF million	85.8	64.6	62.3	69.9	70
	share to the Canton	CHF million	80.5	61.3	59.1	66.4	60
	share to the municipalities	CHF million	4.5	3.0	2.8	3.2	9
	share to the parishes	CHF million	0.5	0.3	0.3	0.3	1
	- Personnel costs	CHF million	81	71	62	61	60
<b>Products and services</b>							
<b>Wealth management</b>							
G4-FS8	Sustainable asset management mandates Private Clients	number	31	32	22	2	0
	Sustainable asset management mandates Private Clients	CHF million	12.2	14.6	9	1.37	0
	Share of sustainable mandates in total wealth management mandates Private clients (by volume)	%	2.3	3.6	2.6	introduced	
	Sustainable asset management mandates Institutional clients	number	6	-	-	-	-
	Sustainable asset management mandates Institutional clients	CHF million	575.2	-	-	-	-
	Share of sustainable mandates in total wealth management mandates Institutional clients (by volume)	%	51.4	-	-	-	-
<b>Financing</b>							
G4-FS8	Eco-mortgages	CHF million	36.7	24.3	13.2	12.1	10.5
	Renovation Mortgages	CHF million	268	389.0	396.7	314.4	266.7
	Loans to public corporations (CDP)	CHF million	924	838.7	837.7	732.2	983.6
	Investments in federal, cantonal and municipal bond funds	CHF million	493.4	418.9	473.3	517	539.7

GRI	ApME	Corporate ecology and climate protection	Unit	2002	2021	2020	2019	2019-2022
<b>301-1-3</b>		<b>Energy consumption</b>						
	1	Building consumption	kWh	3,649,280	4,116,677	4,023,114	4,267,525	-14.5%
	1a	Electricity	kWh	1,759,651	1,782,011	1,854,056	2,011,640	-12.5%
		Hydropower	%	100	100	100	100	
	1b/c	Heat	kWh	1,889,629	2,334,666	2,169,058	2,255,885	-16.2%
	1c	Renewable energy	kWh	273,056	306,134	309,714	294,239	-7.2%
	1b	Fossil fuels	kWh	1,396,000	2,025,033	1,859,344	1,961,646	-28.8%
	1b	Natural gas	kWh	1,135,164	1,613,256	1,343,939	1,368,343	-17.0%
	1b	Fuel oil	kWh	260,836	411,777	515,405	593,303	-56.0%
<b>302-3</b>		Energy consumption per employee	tCO <sub>2</sub>	2	2.1	2.2	2.4	-12.5%
		Emissions per FTE mobility	tCO <sub>2</sub>	1	1.2	0.90	1.00	
	2	Total business traffic	km	243,624	150,011	148,226	227,682	7.0%
	2a	Train	km	17,183	10,228	6,041	23,303	-26.3%
	2b/c	Car	km	157,181	139,783	134,400	193,023	-18.6%
	2d/e	Airplane	km	0	0	7,785	11,200	-100.0%
		<b>Office paper consumption</b>		69,260				
<b>301-1</b>	3	Total paper consumption	kg	69,060	65,352	68,423	75,581	-8.6%
<b>301-2</b>	3a	Share of recycled paper	%	100	100	100	100	
	3d	Share of FSC paper	%	100	20	20	20	400.0%
		<b>Water consumption</b>						
<b>303-5</b>	4	Total water consumption	tCO <sub>2</sub>	1	2.5	3	3	-66.7%
	4c	Drinking water	%	100	100	100	100	
		<b>Waste</b>						
<b>306-3</b>	5	Total waste	kg	15,226	24,625	49,302	55,355	-72.5%
		<b>Greenhouse gas emissions</b>						
	7	Total Scopes (ApME)	t	1,009	869	894	985	2.4%
<b>305-1</b>	7a	direct (Scope 1)	t	303	435	411	439	-31.0%
<b>305-2</b>	7b	indirect (Scope 2)	t	28	2	2	2	1300.0%
<b>305-3</b>	7c	Other indirect (Scope 3)	t	678	432	481	544	24.6%
	7	Total source (ApME)	t	1,009	869	894	985	2.4%
		Electricity	t	21	1.5	1.6	2	950.0%
		Heat	t	399	430	404	431	-7.4%
		Professional traffic	t	41	34	28	40	2.5%
		Commuting	t	394	432.1	340	378	4.2%
		Service vehicle consumption (Freight)	t	1	4.1	7	9	-88.9%
		Paper	t	144	103.4	107	122	18.0%
		Water	t	1	2.5	3	3	-66.7%
		Waste	t	9	5.5	2	2	350.0%
<b>305-4</b>		GHG per employee	tCO <sub>2</sub> /empl	2.1	2.1	1.9	2.1	-0.1%
		GHG per employee	tCO <sub>2</sub> /ETP	2.4	2.5	2.2	2.4	0.0%
<b>305-4</b>		GHG per million of the sum of the balance	tCO <sub>2</sub>	36	32	32	40	-9.9%

The 2023 figures are collected during the 2022 financial year, which is why we have a mandatory one-year lag for these figures.



Lilian Fasel, counter client advisor

# GRI Norm

## Global Reporting Initiative

GRI Norm	Designation	Cross-references RDD 2023	Cross-references RG 2023	Keywords
<b>General information</b>				
<b>The organisation and its reporting practices</b>				
2-1	Organisation details	RDD 2023 p.16	RG 2023 p.3	Governance
2-2	Entities included in the organisation's sustainability reporting	RDD 2023 p.3		–
2-3	Reporting period, frequency and contact point	RDD 2023 p.3 et p.64		ESG touchpoint
2-4	Rephrasing of information	–		–
2-5	External assurance	The «Fair-ON-Pay+» label was audited by SGS. BCF's CO <sub>2</sub> balance sheet is certified by Climate services and meets all the requirements for the Carbon Fri label. BCF is Hydro certified by Groupe E SA		–
<b>Activity and workers</b>				
2-6	Activities, value chain and other business relationships	RDD 2023 p.9. p.16, p.22-23 p.40		Regional anchorage, society, employees
2-7	Employees	RDD 2023 p.32-34		Balance, health, diversity, equality, education
2-8	Workers who are not employees	RDD 2023 p.15 100% of IT services are outsourced to sustainability leader Swisscom.		–
<b>Governance</b>				
2-9	Governance structure and composition	RDD 2023 p.16-17	RG 2023 p.10	Governance, Executive Board, Audit and Risk Committee, ESG Working Group
2-10	Nomination and selection of members of the highest governance body	RDD 2023 p.16		–
2-11	Chair of the highest governance body	RDD 2023 p.16		
2-12	Role of the highest governance body in overseeing impact management	RDD 2023 p.16		
2-13	Delegation of responsibility for impact management	RDD 2023 p.17-19		
2-14	Role of the highest governance body in sustainability reporting	RDD 2023 p.16-17		
2-15	Conflicts of interest	RDD 2023 p.17, p. 34		Conflict of interest
2-16	Communication of major concerns	RDD 2023 p.16		
2-17	Shared knowledge of the highest governance body	RDD 2023 p.16-17	RG 2023 p.11	

GRI Norm	Designation	Cross-references RDD 2023	Cross-references RG 2023	Keywords
<b>Governance</b>				
2-18	Evaluation of the performance of the highest governance body	RDD 2023 p.16		
2-19	Compensation Policies	RDD 2023 p.16, p.28	RG 2023 p.12, 22	Compensation
2-20	Compensation Determination Process	RDD 2023 p.28	RG 2023 p.12, 22	Compensation
<b>Strategy, Policies and Practices</b>				
2-22	Statement on the sustainable development strategy	RDD 2023 p.7-17	RG 2023 p.7, 27-28	
2-23	Political commitments	RDD 2023 p.16, p.52 BCF is independent of any political commitment and its duties are set out in the Law of 22 November 1988 on the Banque Cantonale de Fribourg (961.1)		
2-24	Integration of political commitments			
2-25	Process for remediation of negative impacts	RDD 2023 p.24		Complaints handling
2-26	Mechanisms for seeking advice and raising concerns	RDD 2023 p.24, 28, p.34		Complaint system, suggestion box, internal communication channel
2-27	Compliance with laws and regulations	RDD 2023 p.24-25		Human Rights, fight against Corruption and money Laundering
2-28	Membership in associations	RDD 2023 p.14 BCF is, among others, a member of the Union of Swiss Cantonal Banks (UBCS) and the Swiss Bankers Association (SBA), which defend the interests of the Swiss banking sector and the cantonal banks	RG 2023 p.3	Association, membership, collaboration
<b>Stakeholder engagement</b>				
2-29	Approach to stakeholder engagement	RDD 2023 p.20-23		Stakeholders
2-30	Collective bargaining	RDD 2023 p.34		Satisfaction
<b>Relevant topics</b>				
3-1	Process for determining relevant themes	RDD 2023 p.20-21		Matrix of materiality
3-2	List of relevant topics	RDD 2023 p.20-21		Issues at stake
<b>Environment</b>				
<b>Materials</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.46-50	RG 2023 p.27-28	
301-1	Materials used by weight or volume	RDD 2023 p.49		Paper
301-2	Recycled materials used	RDD 2023 p.49	RG 2023 p.28	Recycling
<b>Energy</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.46-50	RG 2023 p.27-28	ISO 14044, high performance buildings
302-1	Energy consumption within the organisation	RDD 2023 p.49	RG 2023 p.28	Green Power, renewable Energy



GRI Norm	Designation	Cross-references RDD 2023	Cross-references RG 2023	Keywords
<b>Energy</b>				
<b>Relevant topics</b>				
302-3	Energy intensity	RDD 2023 p.49		
302-4	Reduction of energy consumption	RDD 2023 p.46-50		
<b>Water and Effluents</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.46-50		
303-1	Interactions with water as a shared resource	RDD 2023 p.56		
303-2	Management of water discharge impacts	The Bank does not discharge any effluent		
303-5	Water consumption	RDD 2023 p.56		
<b>Biodiversity</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.46-50		
304-1	Activity sites owned, leased or managed in or adjacent to protected areas and biodiversity-rich areas outside protected areas	RDD 2023 p.47		Biodiversity
<b>Emissions</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.46-50	RG p. 27-28	Carbon Fri, ISO standard 14'064
305-1	Direct GHG emissions (scope 1)	RDD 2023 p.49		
305-2	Indirect GHG emissions (scope 2)	RDD 2023 p.49		
305-3	Other indirect GHG emissions (scope 3)	RDD 2023 p.49		
305-4	GHG emission intensity	RDD 2023 p.46-49		Carbon footprint
305-5	Reduction of GHG emissions	RDD 2023 p.46-49		CO <sub>2</sub> emissions, mobility Plan
<b>Waste</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.46-50		
306-1	Significant waste generation and impacts related to waste	RDD 2023 p.46-50		Non-significant waste
306-2	Management of significant impacts related to waste			
306-3	Waste generated	RDD 2023 p.56		
<b>Employer</b>				
<b>Employment</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.34		
401-1	Recruitment of new employees and staff turnover	RDD 2023 p.46-50		Turnover rate of staff
401-2	Benefits given to full-time employees, not temporary or part-time employees	RDD 2023 p.34-41		Job sharing, pension fund
401-3	Parental leave	RDD 2023 p.36		Maternity and paternity

GRI Norm	Designation	Cross-references RDD 2023	Cross-references RG 2023	Keywords
<b>Relations employees / management</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.34		
402-1	Minimum notice periods for operational changes	Insofar as they relate to the employment relationship, the periods of communication for changes in significant operational modifications correspond at least to the legal periods of notice or to those of the employment contract if the latter are longer.		
<b>Health and safety at work</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.36		
403-1	Occupational health and safety management system	RDD 2023 p.36		
403-2	Hazard identification, risk assessment and investigation of adverse events	RDD 2023 p.36		
403-6	Worker health promotion	RDD 2023 p.36		Health, safety, ergonomics, sport
403-9	Workplace accidents	RDD 2023 p.36		
403-10	Occupational diseases	RDD 2023 p.36		Mobbing, overwork
<b>Training and education</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.38-40	RG 2023 p.29-30	
404-1	Average number of training hours per year per employee	RDD 2023 p.38		
404-2	Employee skills upgrading and transition assistance programs	RDD 2023 p.39		
404-3	Percentage of employees receiving performance and career development reviews	RDD 2023 p.34		Satisfaction, qualification, performance and competence
<b>Diversity and equal opportunity</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.35		
405-1	Diversity of governance bodies and employees	RDD 2023 p.35		Diversity
405-2	Ratio of base salary and compensation for women and men			Equal pay
<b>Fight against discrimination</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.24, p.34		
406-1	Cases of discrimination and corrective actions taken	RDD 2023 p.34		Discrimination
<b>Freedom of association and collective bargaining</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	None		
407-1	Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	BCF makes its employees aware of the Swiss Association of Bank Employees (ASEB)		

GRI Norm	Designation	Cross-references RDD 2023	Cross-references RG 2023	Keywords
<b>Finance and products</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.28		
417-1	Product/Service Information and Labelling Requirements	No cases identified at BCF in 2023		
417-2	Cases of non-compliance regarding product and service information and labelling	No cases identified at BCF in 2023		
<b>Confidentiality of customer data</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.26		
418-1	Substantiated complaints about breaches of client confidentiality and losses of client data	No cases identified at BCF in 2023		Confidentiality, data
<b>Fight against corruption</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.24-25		
205-1	Activities assessed for corruption risk	RDD 2023 p.18		Bribery, fraud
205-2	Communication and training on anti-corruption policies and procedures	RDD 2023 p.24		Bribery, fraud
205-3	Proven cases of corruption and actions taken	No cases identified at BCF in 2023		
<b>Anti-competitive behavior</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics			
206-1	Legal actions against anti-competitive behavior and antitrust practices	No cases identified at BCF in 2023		
<b>Product portfolio</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.28		
G4-FS6	Share of portfolio by business segment	RDD 2023 p.28-31		
G4-FS8	Products and services with an environmental benefit	RDD 2023 p.28-31		
G4-FS7	Socially useful products and services	RDD 2023 p.28-31		
<b>Active-Ownership Approach</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.28-31		
G4-FS10	Share of business customers with whom environmental and social issues are discussed	RDD 2023 p.31		
G4-FS11	Share of investments whose environmental and social performance has been assessed	RDD 2023 p.28-31		

GRI Norm	Designation	Cross-references RDD 2023	Cross-references RG 2023	Keywords
<b>Regional anchorage</b>				
<b>Economic performance</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.18	RG 2023 p.7, 9	
201-1	Direct economic value generated and distributed	RDD 2023 p.44	RG 2023 p .9, 29, 30	Regional anchorage
201-2	Financial implications and other risks and opportunities due to climate change	RDD 2023 p.18-19		Climate risks
201-3	Defined benefit and other pension plan obligations	RDD 2023 p.40		
201-4	Public financial assistance	RDD 2023 p.10, p.44	RG 2023 p .29, 30, 39	
<b>Market presence</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.42		
202-2	Percentage of senior managers recruited in the local community	In line with its commitment to regional roots, BCF recruits the vast majority of its staff locally, in its regional markets		Local community
<b>Indirect economic impacts</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.41-43		
203-1	Investments in infrastructure and sponsorship	RDD 2023 p.41-44	RG 2023 p.29	
203-2	Significant indirect economic impacts	RDD 2023 p.41-44		
<b>Local communities</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.41-43		
413-1	Activities involving the local community, impact assessment and development programs	RDD 2023 p.41-44		Sports and cultural projects and events
G4-FS13	Access points in areas with low density or weak urban structures	RDD 2023 p.10		
<b>Shopping practices</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.44		
204-1	Share of spending with local suppliers	RDD 2023 p.14	RG 2023 p.29	Sponsorship, work suppliers
<b>Environmental assessment of suppliers</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.44		
308-1	New suppliers analyzed using environmental criteria	RDD 2023 p.44		Suppliers

GRI Norm	Designation	Cross-references RDD 2023	Cross-references RG 2023	Keywords
<b>Social evaluation of suppliers</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.44		
414-1	New suppliers analyzed using social criteria	RDD 2023 p.44		
<b>Public policies</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.42		
415-1	Political contributions			
<b>Individual indicator</b>				
<b>Relevant topics</b>				
3-3	Management of relevant topics	RDD 2023 p.23, 28		
	Customer satisfaction	RDD 2023 p.23, 28		



# Sustainable Development Goals SDG

No SDG	Sustainable Development Goals
SDG-1	No poverty
SDG-2	Zero hunger
SDG-3	Good health and well-being
SDG-4	Quality education
SDG-5	Gender equality
SDG-6	Clean water and sanitation
SDG-7	Affordable and clean energy
SDG-8	Decent work and economic growth
SDG-9	Industry, innovation and infrastructure
SDG-10	Reduced inequalities
SDG-11	Sustainable cities and communities
SDG-12	Responsible consumption and production
SDG-13	Climate action
SDG-14	Life below water
SDG-15	Life on land
SDG-16	Peace, justice and effective institutions
SDG-17	Partnerships for the goals

**For more information on the theme of sustainability**  
[bcf.ch/notre-engagement](https://bcf.ch/notre-engagement)

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