

“FUTURE OF MOBILITY: STRATEGIES FOR A CONNECTED, SUSTAINABLE AND EMPLOYEE- CENTERED APPROACH”

**ARVAL MOBILITY OBSERVATORY PUBLISHES NEW WHITE
PAPER EXPLORING THE FUTURE OF MOBILITY**

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- **Arval Mobility Observatory’s latest white paper dives into the shifting landscape of mobility policies.**
- **With 62% of employees considering mobility offerings a key factor when choosing an employer (Arval Employee Mobility Survey 2024), this matter is a strong lever.**
- **Corporate mobility is a cross-functional issue, involving HR, CSR, Finance and Fleet managers.**
- **Mobility policies can unlock opportunities to reduce costs, cut carbon emissions and improve employee satisfaction.**

The Arval Mobility Observatory, a widely recognized and trusted source of insight and foresight of corporate mobility intelligence, has released its latest white paper “Future of Mobility: Strategies for a Connected, Sustainable and Employee-Centered Approach”. The report highlights the profound changes reshaping employee mobility and provides companies with tools to anticipate this transformation.

Mobility at the crossroads of business priorities

Traditionally seen through the lens of fleet management, corporate mobility now plays a central role at the crossroads of operational performance, employee experience, and ESG compliance. Regulatory frameworks such as the CSRD are bringing commuting emissions into corporate reporting, while employees increasingly expect flexible and sustainable mobility options.



The Mobility Policy Maturity Matrix: assessing the maturity of mobility policies

A key component of the white paper is the **Mobility Policy Maturity Matrix**, a framework designed to help companies assess their current position and define their next steps. It outlines five levels of maturity: from ad hoc approaches focused solely on fleet to advanced, fully integrated strategies aligned with HR and CSR objectives. **This tool provides decision-makers with a clear roadmap to evolve from isolated initiatives to mobility as a true business enabler.**

Engaging all stakeholders in mobility strategy

This tool provides decision-makers with a clear roadmap to evolve from isolated initiatives to mobility as a true business enabler. The white paper shows the need for all stakeholders, HR, CSR, Finance and Fleet Management, to collaborate in shaping future-ready mobility strategies. Rather than prescribing a single model, it invites companies to open the discussion and explore how **mobility policies can create value across three dimensions:**

- **Cost efficiency** through optimized vehicle usage and smarter planning.
- **Sustainability** by encouraging low-carbon commuting and supporting electrification.
- **Employee engagement** through more flexible solutions.

Guiding companies towards future-ready policies

Drawing on Arval Mobility Observatory's expertise and real-world case studies, the report provides decision-makers with practical frameworks to move from ad hoc mobility initiatives to integrated strategies. It outlines the importance of acting early to anticipate regulatory shifts, manage costs effectively, and position mobility as a true competitive advantage.

"Mobility is no longer just about fleet management, it is a strategic lever for costs, sustainability and employee experience. With this white paper, we aim to help companies navigate this new paradigm and explore how future-ready mobility policies can create real value." says Oana Duma, Head of Arval Mobility Observatory.

Please find the full white paper [here](#).

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About Arval:

Arval is a major actor in full-service vehicle leasing and a specialist in mobility solutions founded in 1989. Arval is fully owned by BNP Paribas and positioned within the Group's Commercial, Personal Banking & Services division. Arval was leasing more than 1.82 million vehicles as of the end of June 2025. Every day, nearly 8,600 Arval employees in 29 countries offer flexible solutions to make journeys seamless and sustainable for its customers, ranging from large international corporate groups to smaller companies and private customers.

Arval is a founding member of the Element-Arval Global Alliance. The fleets of all the Alliance members represent more than 4.5 million vehicles in 55 countries.

Arval has been rewarded with the highest level of the EcoVadis medal, the platinum level, placing its CSR strategy in the Top 1% of the companies assessed.

www.arval.com

About BNP Paribas:

Leader in banking and financial services in Europe, BNP Paribas operates in 64 countries and has nearly 178,000 employees, including more than 144,000 in Europe. The Group has key positions in its three main fields of activity: Commercial, Personal Banking & Services for the Group's commercial & personal banking and several specialised businesses including BNP Paribas Personal Finance and Arval; Investment & Protection Services for savings, investment and protection solutions; and Corporate & Institutional Banking, focused on corporate and institutional clients. Based on its strong diversified and integrated model, the Group helps all its clients



(individuals, community associations, entrepreneurs, SMEs, corporates and institutional clients) to realise their projects through solutions spanning financing, investment, savings and protection insurance. In Europe, BNP Paribas has four domestic markets: Belgium, France, Italy and Luxembourg. The Group is rolling out its integrated commercial & personal banking model across several Mediterranean countries, Türkiye, and Eastern Europe. As a key player in international banking, the Group has leading platforms and business lines in Europe, a strong presence in the Americas as well as a solid and fast-growing business in Asia-Pacific. BNP Paribas has implemented a Corporate Social Responsibility approach in all its activities, enabling it to contribute to the construction of a sustainable future, while ensuring the Group's performance and stability.

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