CORPORATE CLIMATE STRATEGY AND POLICY ENGAGEMENT


Stratégie climat et engagement public des entreprises
Construire la cohérence avec les Affaires publiques
Mai 2026
EPE
Entreprises pour l'Environnement

12

Corporate practices presented

+20

Frameworks, guides and standards identified

€498 billion

in climate investments driven by European Union public policies in 2023 (source: I4CE)

Building consistency with public affairs

The studies carried out with member companies of the Association française des Entreprises pour l'Environnement (EPE) within the Public Affairs Committee highlight the growing importance of climate policy engagement for businesses.

Building consistency between lobbying and low-carbon transition strategies secures economic opportunities and decarbonisation investment pathways, while reducing the risks of regulatory non-compliance. It also constitutes a key criterion in ensuring the credibility of corporate climate strategies among investors and stakeholders.

Committing to public climate policies: a strategic priority for businesses

▶ Issues at stake and criteria for success

- **Businesses and investors are aware of the dependence of their decarbonisation* pathways on public climate policies**, particularly with regard to the development of a decarbonised energy mix, financial incentive frameworks, virtuous solutions, public procurement, etc.

- **The direct and indirect engagement of private stakeholders with public policies** is a way of addressing those issues. It involves **promoting balanced regulatory and voluntary frameworks** that combine competitiveness, innovation, resilience and decarbonisation.

- **The effectiveness and credibility of this driver depend on businesses' ability to achieve consistency both internally** – between their climate strategies and public affairs activities – **and externally** – between their positions and those of the trade associations of which they are members.

▶ A major topic for discussion

- **The commitment to public climate policies is becoming a component of the strategic dialogue with investors**, formalised by demands for transparency and assessment of external dependencies, practices and related risks.

- **This issue is increasingly standardised across key regulatory and voluntary frameworks and integrated into corporate transition plans.** The development of methodologies and the sharing of best practices between various stakeholders (businesses, investors, federations, etc.) are driving ongoing improvements in corporate performance.

* The term "decarbonisation" is used in this document to describe any action aimed at reducing greenhouse gas emissions.

ACT Accelerate Climate Transition · CDP · EFRAG · Responsible Climate Lobbying: The Global Standard · GFANZ · PRI Principles for Responsible Investment · OECD · TPT Transition Plan Taskforce

Examples of frameworks for assessing corporate climate action that incorporate the issue of climate policy engagement (sources: EPE, The Good Lobby)

EPE
Entreprises pour l'Environnement
www.epe-asso.org

Scan to view the publication

Businesses have already developed a variety of practices

- **Introducing responsible policy engagement in corporate organisation and strategy**. Internally, collective transformation is under way, with coordination and governance falling under the responsibility of public affairs teams, in tandem with strategy, CSR, legal, finance, investor relations, etc.
See testimonials from EDF and Schneider Electric.

- **Developing and deploying tools to support internal corporate transformations:** code of conduct and principles of responsible lobbying, selection grids and assessment criteria for trade associations, publication of reviews of lobbying and assessment activities by associations, discussion or even escalation processes in the event of a divergence in positions from those of the associations.
See testimonials from Air Liquide and Engie.

- **Assessing and engaging with trade associations**. Business involvement in industry associations and federations, together with processes for assessing their positions on climate policies, is a first step towards establishing dialogue with those associations and ensuring consistency with the company's corporate strategy.
See testimonials from Renault Group and TotalEnergies.

- **Acting with the ecosystem through constructive dialogue – between the company and associations, and between investors and the company – is a key driver, whether in terms of transparency, consistency**, or commitment to ambitious climate policies.
See testimonials from BNP Paribas AM and Tikehau Capital.

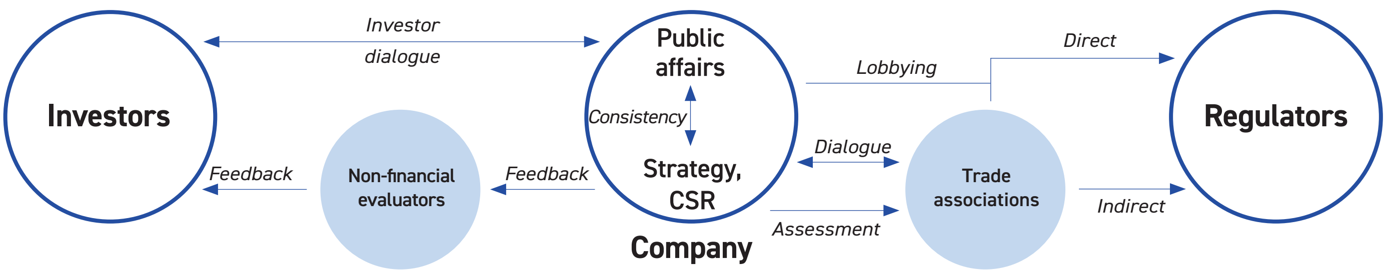
- **Acting collectively through coalitions** that engage in responsible lobbying and promote the development of ambitious public climate policies, in compliance with applicable regulations, particularly regarding disclosures of interest and competition law.
See testimonials from Kering, Michelin and Veolia.

Key takeaway: consistent policy engagement on climate is a driver of action in public affairs

Identified practices reveal new opportunities for public affairs departments to support corporate low-carbon strategies, including strengthening the development of frameworks that promote resilience and competitiveness, improving coordination of policy engagement, boosting in-house engagement and fostering mindset shifts, enhancing investor dialogue, and accelerating sectoral mobilisation.

Public affairs and decarbonisation: multiple interconnections set to grow stronger

The proactive commitment to climate policies is still a relatively recent development. It offers businesses the prospect of accelerating their transformation in an increasingly competitive context, where decarbonisation is a source of resilience as well as opportunity. Public affairs departments are naturally expected to play an increasingly central role. As a key interface between internal and external communication, they ensure consistency of corporate actions across the company's ecosystem. By building awareness among stakeholders involved in the company's business model of the economic and regulatory challenges of decarbonisation, their role as a business partner is strengthened. Ultimately, climate policy commitments create value for the company.



The consistency of corporate climate policy commitments drives the growing interactions between businesses and their ecosystem (source: EPE)