



**2021**

# ESG IMPACT REPORT

CONSOLIDATED NON-FINANCIAL STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2021

# ABOUT THIS REPORT



This is the fifth “ESG Impact Report” of Hellenic Bank Public Company Limited. In line with the growing importance of the Environmental, Social and Governance (‘ESG’) matters regarding disclosures and performance, the Bank renamed the “Sustainability Report” to “ESG Impact Report”. The new name better reflects our ESG Strategy which aims to deliver a positive impact on the stakeholders, the environment, and the society in general ”

The ESG Impact report has been prepared in accordance to the Global Reporting Initiative framework (GRI Standards: Core option) and is issued annually, pursuant to the provisions of section 151B of the Companies Law, Cap. 113, which requires public interest entities, such as the Bank, to disclose information that assist in understanding the effect of their operations on environmental, social and employment issues, the respect for human rights, the fight against corruption and bribery matters.

The information presented in this report includes all the operations of the Group. It covers our environmental, social and governance (ESG) performance and approach for calendar year 2021. This report is focusing on the sustainability issues we have determined to be of material

importance and provides information in addition to the information presented in our Annual Financial Report.

Information on our financial data is included in our Annual Financial Report. We will endeavor to evolve and improve our ESG Impact report over the coming years. We value your opinion and welcome any feedback on this report.

Please address any questions or suggestions to: [esg@hellenicbank.com](mailto:esg@hellenicbank.com)

# CONTENTS

• ABOUT THIS REPORT	02
• HIGHLIGHTS	04
• CEO’S MESSAGE	06
• INTRODUCTION	09
• Hellenic Bank History	10
• Our Common Purpose and Strategy	12
• How We Create Value	16
• Governance	22
• OUR APPROACH TO SUSTAINABILITY	27
• Materiality Process and Results	28
• Contribution to the UN Sustainable Development Goals	32
• Communicating and understanding our Stakeholders	36
• How we measure our Sustainability performance	40
• OUR PERFORMANCE	
• People	42
• Environment	58
• Marketplace	78
• Society	100
• ADDITIONAL INFORMATION	113
• GRI Content Index	114
• Glossary and Definitions	129
• Disclaimer	131

# HIGHLIGHTS

## MARKETPLACE



Enhanced Transformation Plan was defined, around the necessity to increase customer engagement, streamline operations and build a sustainable bank

21,7%

Capital Adequacy Ratio

499%

Liquidity Coverage Ratio

€908m

New Lending<sup>1</sup>

209k

of active digital users<sup>2</sup>

72%

Digitally engaged ratio<sup>3</sup>

1) New Lending implemented

2) Active Digital Users: Number of subscribers who logged in at least once in web or mobile over the latest 3 month period, as of December 2021

3) Digitally engaged ratio: retail customers who have performed at least one transaction in digital channels over the number of active retail customers (active retail customers performed at least one transaction in any of the channels), as of December 2021

## SOCIETY



€63k

For Environmental Activations

€160k

Scholarships, Awards and Educational activations

€82k

Local Communities & Culture

€123k

Health related activations & projects



**AWARD for the 2020 #HBVolunteersChallenge** from the Pancyprrian Volunteerism Coordinative Council

388

Staff members registered in Hellenic Bank Volunteer team

46

Charity organizations and NGOs supported by staff members

2.296

Staff members participated in #HBVolunteersChallenge 2021

## PEOPLE



1.680

Staff members used the Remote Working option for approximately 100.000 days



800

Staff members (approximately) have participated in in-house designed Assessment/Development Centers



631

Training programs in total have been successfully implemented for all staff members



Launch of feedBank App for exchange of feedback between colleagues across levels and Divisions



'Employee Onboarding Experience' page launched on HR portal (paperless onboarding procedure)

## ENVIRONMENT



Integration of the ex-CCB buildings in the scope of ISO 50001, successfully completed

160

Cases totalling €154m assessed for E&S risks

€15,6m

Renewable energy finance

70

Financing cases for Environmental and social improvements

# CEO'S MESSAGE

“Committed to our goal to have a long-lasting and positive impact on our society”



Dear Stakeholder,

Despite the challenges relating to the pandemic and its side effects, we have seen a strong economic rebound underpinned by the government support package. At Hellenic Bank we managed to demonstrate resilience and agility, during these extraordinary times, and I am proud of my colleagues, who have risen to the occasion and adapted to the new situation as it evolved.

The COVID-19 outbreak emerged as a persistent pandemic which affected economic activity in many ways. Throughout the year, the focus of our organization was to ensure the well-being of our workforce and customers, as well as the continuation of our services. The Bank's target was to be, at all times, compliant with the laws, regulations and governmental guidelines relating to COVID-19, whilst at the same time, implementing a flexible and digitally supported remote working policy to the greatest extent possible, as well as a practical incident-handling framework.

We have been actively engaging with our customers since the beginning of the pandemic, working together to provide financing solutions in this demanding environment. The Bank stood by its customers at these very difficult times and during 2021 supported the recovery of the economy with €908 million worth of new loans. Furthermore, with regards to interest subsidy, lending under the relevant government scheme, as at year-end 2021, amounted to €244 million (both housing and corporate subsidy). The 2021 second COVID moratorium, ended in June, amounting to €22 million.

In 2021, under a new leadership and a more lean and effective management structure in place, we embarked on our transformation journey, expediting our efforts to unleash hidden potential and deploy our strategy with the aim to achieve sustainable profitability. We are in the process of transforming Hellenic Bank into a customer centric organisation, putting the customer at the epicentre

of our attention, by improving customers' experience through digitalisation, streamlining of our procedures and by offering simple and competitive products. We want to enhance the profile of our loan book through healthy growth with a strong focus on ESG (Environmental, Social and Governance) principles.

The above measures are just a few of the initiatives we have taken, in line with our commitment to sustainable development. Our performance in this area is constantly being monitored through a series of metrics, which measure our actions under four ESG strategic pillars: People, Society, Marketplace and Environment. The purpose being to continuously improve the way we do business and create value for all stakeholders.

With regards to our people, our main goal was to create a respectful, diverse, positive, and productive working environment, thus enabling our employees to perform their best, at all the initiatives we have implemented.

We introduced practices that contributed to the development of a feedback rich culture and encouraged transparent communication, as well as built an inclusive learning and people development strategy that enabled employees to align their personal and professional ambitions, through internal recruitment and talent management. Our efforts were also focused on the introduction of mechanisms so that all employees are managed in a constructive and developmental way, feel included and not discriminated against, creating conditions in the workplace that encourage and value diversity and promote dignity.

Furthermore throughout 2021, we participated in volunteering initiatives aimed to support health, education, environmental and local community projects. Despite the COVID-19 outbreak, the employees and Hellenic Bank Volunteer team remained active through a series of voluntary initiatives from Coastal Clean-up event, to tree planting, as well as other internal volunteering challenges. We are particularly proud of

receiving an award from the Pancyprian Volunteerism Coordinative Council (PVCC) regarding the initiative #HBVolunteersChallenge, that was launched for the first-time in 2020, within the framework of Pancyprian Volunteerism Week.

A top priority throughout 2021 included strengthening our ties within the communities we operate in, with special focus on health and the environment, by actively participating in a number of related initiatives. These include supporting and collaborating with non-profit organisations and other partners who have a positive impact on our society and on the environment. Examples include:

- our 'Partnership for Life' with the Karaiskakio Foundation motivated by their goal for a "world without leukaemia",
- our involvement in Mastercard's Priceless Planet Coalition inspiring us all to take action against climate change and engaging staff to volunteer accordingly.

These are only just a few examples of the projects we have been involved in. We maintained an active and transparent dialogue with local authorities, communities, various NGOs, organised associations, and foundations such as: Hope for Children, the Sophia Foundation for Children and the Elpida Foundation, in order support their projects. Hellenic Bank is also the proud main sponsor of the ECO-Schools programme, the "Movember" initiative and the "Majestic" Miniature Horse Therapy organisation.

With regards to the environment, we acknowledge the huge impact climate change is having on it and the responsibility we have as a modern organization, to help address and mitigate such an impact. During 2021 the Bank provided credit facilities of approximately €15,6 million for Energy Renewable Projects, contributing towards reducing the country's carbon emissions.

With regards to actions taken internally, our Environmental and Energy Management Policy describes how we manage our environmental impact, via the upgrading of our infrastructure and processes and relevant personnel development. Our aim is to encourage viable and sustainable growth, promote environmental awareness, maximize our energy efficiency and minimize our CO2 emissions, in order to mitigate our environmental footprint. Within this context, in 2021 we continued implementing a number of actions, including:

- Implementation of energy and paper saving systems.
- Investing in our people development and governance structure, to further enhance our performance in lowering our energy and emissions footprint.

- Recertification of ISO 50001 Energy Management System, this time expanding substantially to cover all of our premises.
- Creating energy friendly buildings/ branches.
- Continuing our long-standing cooperation with Ecological Schools.

Regarding our future plans, our focus is to continue implementing our strategy to lower our energy and emissions footprint through the implementation of the action plan provided by our ISO 50001 Energy Management system. Furthermore, we aim to be at the forefront of social change and green transition, drafting a long-term sustainability strategy, embedding ESG factors in our risk framework and improving transparency because we recognise the importance of being purpose-driven leaders, contributing to a more equitable and sustainable society.

Hellenic Bank aspires and is committed to meeting its social and ethical responsibilities towards its customers, stakeholders and the community at large, always guided by its corporate values: Passion, Commitment and Respect. Our goal is to be viewed as the preferred choice for the customer experience we offer, to be recognised as the safest, most reliable partner and to have a long-lasting and positive impact on our society. To this end, our economic and social support initiatives, are further described in this ESG Impact Report.

*Oliver Gatzke  
Chief Executive Officer  
Nicosia, June 2022*





# INTRODUCTION

- Hellenic Bank History
- Our Common Purpose and Strategy
- How we Create Value
- Governance

# HELLENIC BANK HISTORY

The Hellenic Bank Group commenced operations in 1976. In a relatively short period of time, it managed to establish itself as one of the largest financial institutions in Cyprus

## 1976-1990

Hellenic Bank Group commences operations with its first branch in Nicosia and 33 employees.

The Card Services Department is established, and the first Hellenic card Visa is launched

The Telebank service is introduced for the first time in Cyprus.

The first International Business Centre of its kind starts to operate in Limassol.

## 1991-2000

A network of ATMs is established, providing 24-hour service.

Acquisition of the operations of the onshore facilities of Barclays Bank PLC in Cyprus.

The first credit card is launched in association with MasterCard.

Start operating in Greece, with the first branch opened in Kolonaki, Athens.

Hellenic Alico Life Insurance Company Ltd is launched.

## 2001-2010

Hellenic Net Banking is launched. The Group's subsidiary insurance companies, Pancyprian and Ledra merge into Pancyprian Insurance Ltd.

Representative Offices in St. Petersburg (Russia) and Kiev (Ukraine) are established.

Agreement with the European Investment Bank for the concession of loans with favourable terms to SMEs in Cyprus and Greece.

## 2011

The Shipping Business Centre, the first of its kind in Cyprus, commences operations focusing exclusively on serving the shipping business community of the island.

## 2013

The Bank's branch network in Greece is sold to Piraeus Bank as part of the MoU agreed with the Troika. Hellenic Bank is the only major Cypriot bank to avoid a bail-in of deposits and a bail-out from the Cypriot authorities.

The Bank is awarded with the CSR Award in Environmental Issues at the 3rd Environmental Awards of Green Dot Cyprus.

Hellenic Bank is the first bank to be certified with the environmental quality mark Green Key for its Head Office and Green Offices.

The Web Banking Service is recognized as The Best Consumer Internet Bank in Cyprus and The Best Corporate/Institutional Internet Bank in Cyprus by the international magazine, Global Finance.

## 2014-2016

Hellenic Bank is ranked as the Safest Bank in Cyprus according to a Global Finance Magazine survey amongst more than 100 countries worldwide.

The Hellenic Bank Mobile App is launched offering a simple, smart and practical banking experience.

## 2021

Banking is changing worldwide and so does Hellenic Bank. In 2021, we embarked on our transformation journey to address structural challenges with increased focus on digitalisation and becoming a customer centric organisation.

In 2021 the Bank's Climate & Environmental Risk Action Plan was initiated with clear targets and a dedicated ESG Department.

The Bank received an award from the Pancyprian Volunteerism Coordinative Council (PVCC) regarding the initiative #HBVolunteersChallenge and it was nominated for the "6<sup>th</sup> CSR & Volunteering Competition" organised by the PVCC for the Bank's contribution to the society and the environment.

## 2020

With COVID-19 pandemic affecting everybody and everywhere, Hellenic Bank took all necessary measures to protect the health and safety of its customers and staff.

Customers are being trained to use digital and alternative channels, making banking transactions easier and faster.

Hellenic Bank supports its customers and participates in all government schemes towards the economic recovery.

## 2019

Successful and timely completion of the Integration of the acquired CCB business.

Commencement of the transformation journey to modernise the Bank and offer seamless experience to customers.

A €150 m share capital increase to strengthen its capital position following the acquisition of the CCB business.

Hellenic Bank receives the CSR In Business Award.

## 2018

First NPL portfolio sale in Cyprus: sale of a non-performing loan portfolio to B2Kapital Cyprus Ltd.

Acquisition of certain assets and liabilities of the Cyprus Cooperative Bank (CCB), establishing Hellenic Bank as the leading Retail bank in Cyprus.

## 2017

APS Cyprus, the first independent loan servicer in Cyprus is established.



# OUR COMMON PURPOSE AND STRATEGY

The Bank's corporate values underpin the way it conducts its business with its customers and counterparties, guide its decision-making and determine the way all persons subject to the Group's Code of Business Conduct and Ethics are expected to behave.

## OUR VISION

Our Vision is to be the preferred choice because of the Customer Experience that we offer and to be recognised as the Safest, most Reliable Partner, always working with Passion, Commitment and Respect.

### SAFEST MOST RELIABLE PARTNER



- Solid capital position
- Robust liquidity
- Well provisioned against problem loans
- Strong human capital

### PRIMARY BANK



- Improve customer experience
- Enhance primary relationships
- Target industries with growth opportunities
- Responsibly support our staff and customers
- A solid, stable, primarily retail deposit base
- Modernization initiatives and digital strategy implementation

## VALUES



### PASSIONATE

Passionately serving you whenever you need us and when it really matters



### COMMITTED

Committed to our tradition as your safest and most reliable partner



### RESPECTFUL

Displaying personal, human touch and respect

## STRATEGIC PRIORITIES



FOCUSED GROWTH/ ESG FUNDING



NPA DELEVERAGING



COST RATIONALISATION



CAPITAL & FUNDING OPTIMISATION

## TRANSFORMATION PLAN

We implement our Transformation Plan which is focused on Credit Transformation, enhancement of Omni-Channel digital capabilities and transformation of the role of the branches. The aim is to enhance customer experience, increase revenues, whereas at the same time drive efficiency.

### TRANSFORMATION PILLARS



Increase customer engagement



Explore new ventures



Evolve to streamlined operations



Build a sustainable Bank

### TRANSFORMATION ENABLERS



People



Data



Technology

## OUR STRATEGY

Implementing our Strategic Plan ensures the Bank's growth and resilience

“ Aiming for sustainable profitability, healthy return on equity, efficient organisation and a significantly de-risked balance sheet ”



## OUR MAIN STRATEGIC PRIORITIES ARE:

### GROWTH

- Invest in assets providing a sustainable return on risk adjusted capital
- Enhance primary relationships in Retail and Business to grow lending and fees by cross selling
- Explore new ventures, including Environmental, Social and Governance (ESG) related financing
- Diversify lending through responsible international credits
- Maintain adequate capital to cover the business needs and associated risks considering the Risk Appetite and regulatory requirements
- Implement our Transformation Plan (to streamline the credit cycle, to enhance Omni-Channel digital capabilities and to transforming the role of the branches), aiming to enhance customer experience, increase revenues, and increase efficiency.



### NPA DELEVERAGING

- Achieved a successful reduction of NPEs through the execution of portfolio sales
- Continue further organic reduction of the NPA balance. Increase focus on managing early arrears



### COST RATIONALISATION

- Enhance cost-conscious culture by embracing spend visibility and cost category ownership. Improve efficiency and optimise headcount through streamlining



### CAPITAL & FUNDING OPTIMISATION

- Optimise capital, including MREL issuances. Steer the Bank under prudent capital requirements.



## OUR ESG STRATEGY FOLLOWS A HOLISTIC VIEW

Our ESG strategy is a central aspect of delivering our vision and services. We are also guided by our long-term ambitions for sustainability and corporate responsibility for the aspects under each of the four ESG strategic pillars.

Our ESG Strategy consists of the following:

- sustainability aspects under each ESG strategic pillar
- Commitments and actions under each ESG strategic pillar
- Our targets, goals and performance metrics for each ESG strategic pillar

Cascaded through the whole organization and across all dimensions, the sustainability aspects are grouped under four ESG strategic pillars as shown below:



At Hellenic Bank we are taking relevant ESG principles into consideration when evaluating business risks and opportunities in connection to investment and financing as we believe this will add value to our customers. In this respect, Hellenic Bank launched a dedicated ESG Department, within the Bank's Strategy and Transformation Division. With this new setup, we aim to invest in sustainable development and consistently design our actions to improve our impact on environmental sustainability, social responsibility and corporate governance.

ESG strategy is complemented by two main initiatives:

#### REGULATORY INITIATIVE:

- ESG risk management and mitigation as a strategic measure to minimize negative impacts on the business of the own institution
- Oversight ESG matters in line with regulatory expectations

#### BUSINESS INITIATIVE:

- Value drivers for green banking
- Value creation through sustainable products and activities, promotion of sustainability goals (internally and externally)



# HOW WE CREATE VALUE

## Our products, services and Business Model

At the core of any organization is its business model, which draws on various resources or capitals as inputs and, through its business activities, converts them to products, services, by-products and waste.

Our business model and value creation process is illustrated in the next page showing how the Group is transforming capital inputs to outputs and outcomes. To illustrate our business model and value creation model we have used the capitals described by the International Integrated Reporting Council.

We define outcomes as the internal and external positive and negative consequences as a result of our business activities, products, services, by-products and waste. We aim to use our capital inputs to make a positive contribution to the development of our people, managing environmental impacts and contributing to society. We also illustrate our contribution by aligning our sustainability strategy with the UN SDGs.

These inputs are categorized as financial, manufactured, intellectual, human, social and relationship, and natural:

**Financial Capital:** Financial capital includes the pool of funds available to the Group and it originates from diverse sources. The financial resilience of this model is built on interest rates to savers; reasonable long-term returns for investors and deposits that are lent to business working in the real economy. We aim to deliver a healthy balance between loans and deposits. We also maintain levels of capital that are above regulatory requirements which makes us more resilient over the long-term.

**Manufactured Capital:** Manufactured capital includes physical objects that are available to the Group for use

in the provision of our services. These are tangible assets like buildings, including our branch network, Plant and equipment, technology infrastructure, ATMs etc.

**Intellectual Capital:** Intellectual capital includes organizational, knowledge-based intangibles, processes, policies, protocols, procedures, Information technology and Innovation capability.

**Human Capital:** Human capital includes skills, capabilities, knowledge and experience of employees, management and leadership. Human capital also includes alignment with the Group's governance framework, risk management approach, and ethical values as well as inspirations for improving processes, goods and services.

**Social and Relationship:** This capital includes our relationships with stakeholders and the communities we operate in. It also includes intangibles associated with the brand and reputation that an organization has developed and the Group's social license to operate.

**Natural capital:** Natural Capital includes environmental resources: All renewable and non-renewable environmental resources and processes that provide goods or services that support the past, current or future activities and prosperity of the Group including air, water, land, minerals, energy, and forests, biodiversity and eco-system health, and green investments.

We recognize that both manufactured and natural capital are less material to our industry. However, we are including them in this model to show our total impact.

Further information regarding these inputs is provided in the following pages.





# OUR BUSINESS MODEL AND VALUE CREATION PROCESS

## INPUTS

These are the resources and relationships that the Group draws upon for its business activities (examples)

**Financial Capital**  
(More info – Page 81)  
**21,7%**  
CAPITAL ADEQUACY RATIO

**Manufactured capital**  
(More info – Page 21)  
**63**  
BRANCHES IN CYPRUS  
AS AT 31 DECEMBER 2021

**Human Capital**  
(More info-Pages 46-49, 56-57)  
**2.608**  
EMPLOYEES

## OUR BUSINESS MODEL

### OUR PURPOSE (more info on Our Common Purpose and Strategy pages 12-13)

To be the preferred choice for the customer experience offered and to be recognised as the safest, most reliable partner, consistently working with passion, commitment and respect

#### OUR VISION

**SAFEST MOST RELIABLE PARTNER**  **PRIMARY BANK** 

#### OUR VALUES

**PASSIONATE**  **COMMITTED**  **RESPECTFUL** 

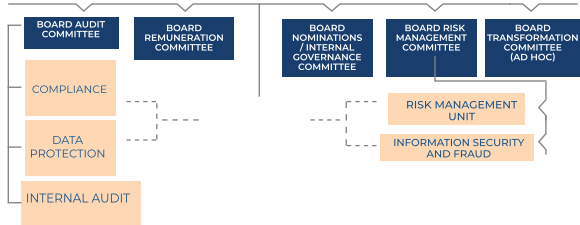
### GOVERNANCE (more info on Governance pages 22-25, 92-93)

**BOARD COMMITTEES**  
THE FOLLOWING FIVE PERMANENT COMMITTEES OPERATE WITHIN THE COMPANY:


- A) BOARD AUDIT COMMITTEE
- B) BOARD REMUNERATION COMMITTEE
- C) BOARD NOMINATIONS/ INTERNAL GOVERNANCE COMMITTEE
- D) BOARD RISK MANAGEMENT COMMITTEE
- E) BOARD TRANSFORMATION COMMITTEE (AD HOC)

**EXECUTIVE COMMITTEES**  
Executive level committees relate to the business-wide activities of the Bank where the highest executive body is the "Management Board" and consist of approving committees as well as the executive committees.

**RISK GOVERNANCE**



**SUSTAINABILITY GOVERNANCE**



### OUR ACTIVITIES (more info on Incorporation, Activities and Branch Network pages 20-21)

Outputs: Key products and services

## OUTCOMES

The internal and external consequences (positive and negative) for the capital as a result of our business activities and outputs (examples)

**€908m**  
NEW LENDING

**250**  
MEMBERS PARTICIPATED IN  
FIRST AID TRAINING

**72%**  
DIGITALLY ENGAGED RATIO

#### SDG IMPACT

 **PEOPLE**



 **SOCIETY**



## OUTCOMES

**SUCCESSFUL INTEGRATION OF THE EX-CCB BUILDINGS TO THE ISO 50001 CERTIFICATION**

**€15,6m**  
RENEWABLE ENERGY AND CLIMATE CHANGE

**€95,5m**  
PROFIT BEFORE PROVISIONS

 **ENVIRONMENT**



 **MARKETPLACE**



## INPUTS

**Intellectual Capital**  
(More info – Page 87)  
**209K**  
ACTIVE DIGITAL USERS

**Natural Capital**  
(More info – Page 60)  
SUCCESSFUL INTEGRATION OF THE EX-CCB BUILDINGS TO THE ISO 50001 CERTIFICATION

**Social and relationship Capital**  
(More info – Page 98)  
**€105,7m** PAYMENTS MADE IN 2021 TO SUPPLIERS

## OUR BUSINESS MODEL

### OUR STRATEGY (more info on Strategy pages 12-15)

#### STRATEGIC PRIORITIES

  
**FOCUSED GROWTH/ ESG FUNDING**

  
**NPA DELEVERAGING**

  
**COST RATIONALISATION**

  
**CAPITAL & FUNDING OPTIMISATION**

“ Aiming for sustainable profitability, healthy return on equity, efficient organisation and a significantly de-risked balance sheet ”

#### ESG STRATEGIC PILLARS

PEOPLE 


SOCIETY 


ENVIRONMENT 


MARKETPLACE 


#### TRANSFORMATION PLAN

**TRANSFORMATION PILLARS**


  
 Increase customer engagement


  
 Evolve to streamlined operations


  
 Explore new ventures

  
 Build a sustainable Bank

**TRANSFORMATION ENABLERS**

  
 People

  
 Data

  
 Technology

### OUR ACTIVITIES (more info on Incorporation, Activities and Branch Network pages 20-21)

Banking and financial services, financial, investment, insurance services, custodian and factoring services, management and disposal of properties.

## INCORPORATION, ACTIVITIES AND BRANCH NETWORK

Incorporated and domiciled in Cyprus, Hellenic Bank Public Company Limited is a public company in accordance with, the provisions of the Companies Law (Cap. 113), the Cyprus Stock Exchange Laws and Regulations, and the Income Tax Laws. The Bank's registered office is located at 200, Corner of Limassol and Athalassa Avenues, 2025 Strovolos, P.O. Box 24747, 1394 Nicosia.

The principal activity of the Group is the provision of a wide range of banking and financial services, which include financial, investment and insurance services, custodian and factoring services, as well as management and disposal of properties.

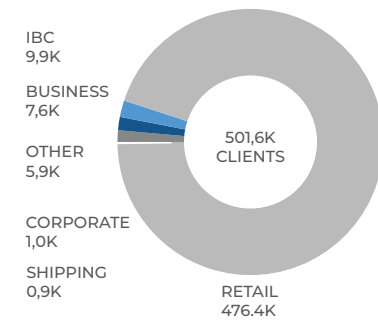
The Bank has sufficient liquidity, allowing the exploitation of opportunities in various sectors of the domestic market, with a long-term strategy to selectively expand into other jurisdictions. The Bank aims to continue its pivotal role in the recovery of the real economy supporting creditworthy

Cypriot businesses and households with a comprehensive range of quality banking services and within its risk appetite. The focus of new loans will continue to be to companies that increase the competitiveness and productivity of the country, such as in the sectors of retail trade, manufacturing, health, education, energy and renewables, transportation and storage, information and communication and hospitality. At the same time, loans to individuals are geared toward mortgages. Hellenic Bank stands ready to support the needs of all its customers.

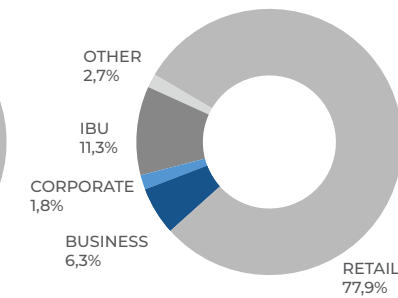
The Bank is the holding company of Hellenic Bank Group (the "Group"). For further details and recent developments on the Group's structure, please refer to Note 26 of the 2021 Annual Financial Report.

## AS OF 31 DECEMBER 2021

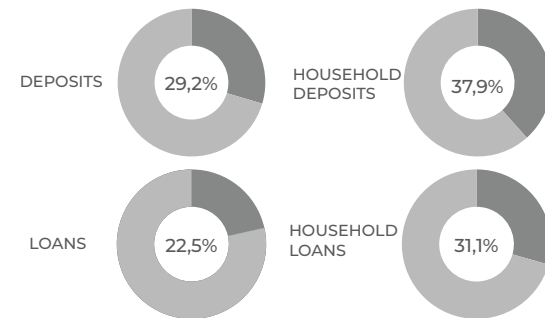
### CUSTOMER BREAKDOWN<sup>1</sup>



### DEPOSIT BREAKDOWN



### MARKET SHARES



<sup>1</sup>) Active customers: Clients who transacted at least once in the last 3 months

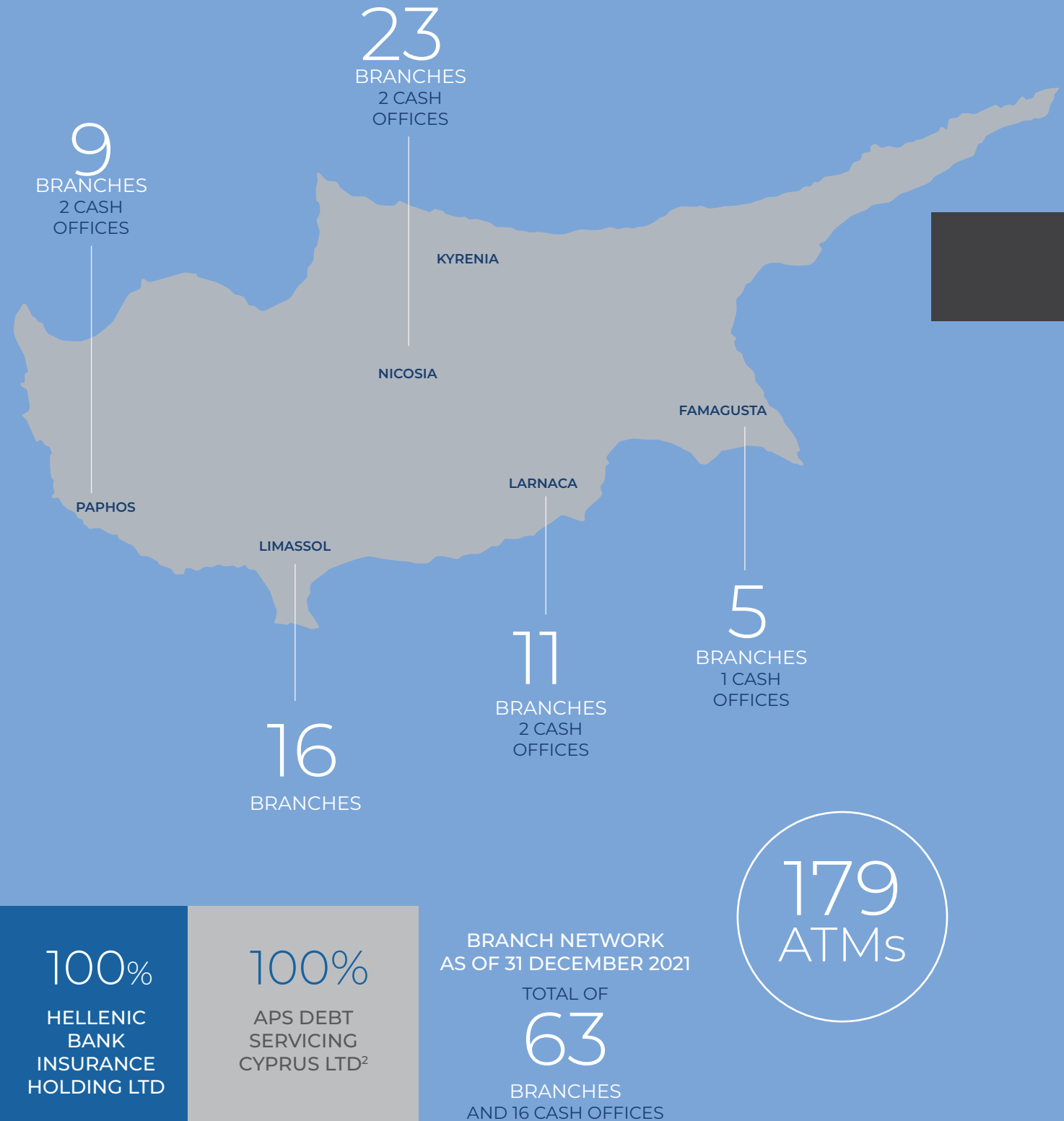
## HELLENIC BANK PUBLIC COMPANY LTD



<sup>1</sup>) Includes 16 investment holding legal entities, 15 of which related to assets acquired in satisfaction of debt, which are acquired either directly or indirectly, through wholly owned Special Purpose Vehicles (SPVs)

<sup>2</sup>) The Bank has entered into an agreement for the sale of APS Debt Servicing Cyprus Ltd on 11 April 2022 as part of Project Starlight

## BRANCH NETWORK AS OF MAY 2022





# GOVERNANCE

The Board of Directors (BoD) of Hellenic Bank Public Company Limited has fully adopted the Code of Corporate Governance (Code), as published by the Cyprus Stock Exchange (CSE).

The BoD believes that good corporate governance, based on the Code, in conjunction with the terms of reference and the practices followed by the various Board Committees, constitutes a fundamental factor in achieving the corporate goal of maximising shareholder value. The BoD acknowledges that there is an on-going process of formulating principles of corporate governance based on both international and local conditions. As such, the BoD continually follows a policy of reviewing and readjusting the various aspects of corporate governance accordingly.

## BOARD OF DIRECTORS

The Company is governed and controlled by the Board of Directors, which operates on the basis of the Code, the relevant Companies, CSE and Business of Credit Institutions Laws and the Company's Articles of Association. The BoD sets the strategic aims of the Group and ensures that, the necessary financial and human resources are in place, to meet the strategic and operational objectives of the Group.

The BoD has the overall responsibility for:

- Setting and overseeing the values and standards of the Group.
- Setting and overseeing the business model of the Group.
- Maintaining effective systems and controls to ensure effective operation of the Group and compliance with applicable laws and regulations.
- Setting the framework and policy for effective governance and oversight of the Group.
- Monitoring business performance against the strategic objectives, risk appetite and expected standards.

The BoD is responsible for ensuring that Board and Committees composition and organisation are appropriate.

The Bank's Corporate Governance Framework includes a list of matters reserved for the Board. Such matters include, inter alia, setting of the Group's overall strategy and targets, approval of the annual budget, approval of capital and funding plans, decisions relating to the capital structure of the Company, decisions on important matters and material transactions, transactions with Board Members and Senior Executives or major shareholders, appointment or removal of the Chief Executive Officer, matters concerning the composition and organisation of the Board and Board Committees, governance matters, etc.

The BoD is composed of Members, being sufficiently diversified in terms of age, educational and professional background in order to reflect a sufficiently wide range of experiences and facilitate the extraction of a variety of independent opinions and critical challenges.

## BOARD OF DIRECTORS OF HELLENIC BANK PUBLIC COMPANY LTD

AS AT 31 DECEMBER 2021

Eviprides A. Polykarpou		Non-Executive
<b>Chairman</b>		
Marco Comastri		Non-Executive
<b>Vice-Chairman</b>		
Stephen John Albutt		Non-Executive
<b>Senior Independent Director</b>		
Marianna Pantelidou Neophytou		Non-Executive
Demetrios Efstathiou		Non-Executive
Lars Kramer	(until 09.02.2021)	Executive
Kristofer Richard Kraus		Non-Executive
Marios Maratheftis		Non-Executive
Christos Themistocleous	(until 23.06.2021 & from 01.07.2021)	Non-Executive
Michael Spanos	(until 23.06.2021)	Non-Executive
Andrew Charles Wynn	(until 18.06.2021)	Non-Executive
John Gregory Iossifidis	(from 18.06.2021)	Non-Executive
Andreas Persianis	(from 30.06.2021)	Non-Executive
Oliver Gatzke	(from 23.07.2021)	Executive
Antonis Rouvas	(from 20.09.2021)	Executive

*Mr Lars Kramer resigned from the position of Executive Member of the BoD of the Bank with effect from 9 February 2021 and he remained as Chief Financial Officer of the Group until 8 May 2021.*

*Mr John Gregory Iossifidis was appointed as Independent Non-Executive Member of the BoD of the Bank with effect from 18 June 2021 following consent by the European Central Bank / Central Bank of Cyprus, having been elected at the Annual General Meeting of the Shareholders held on 16 June 2020. On 18 June 2021, Mr Andrew Charles Wynn automatically vacated the office of the Interim Director, upon the appointment of Mr John Gregory Iossifidis as Independent Non-Executive Member of the BoD of the Bank.*

*Mr Michael Spanos did not submit his candidacy for re-election as Member of the BoD at the Annual General Meeting of the Shareholders held on 23 June 2021, for personal reasons.*

*At the Board meeting that followed the Annual General Meeting, Dr. Evripides A. Polykarpou was elected Chairman of the BoD of the Bank, Mr Marco Comastri was elected Vice Chairman of the BoD of the Bank and Mr Stephen John Albutt was elected Senior Independent Director.*

*Mr Christos Themistocleous was not re-elected as Member of the BoD of the Bank at the Annual General Meeting of the Shareholders held on 23 June 2021. On 1st July 2021, Mr Chr. Themistocleous was appointed as Interim Director by the BoD, in accordance with Regulation 110 of the Bank's Articles of Association. On 10 February 2022, the BoD terminated Mr Themistocleous' appointment as Interim Director and on the same day appointed him as an Independent Non-Executive Director of the BoD of the Bank.*

*Mr Andreas Persianis who was elected at the Annual General Meeting of the Shareholders held on 16 June 2020 as Independent Non-Executive Member of the BoD, was appointed as Independent Non-Executive Director on 30 June*

*2021, following the relevant consent of the European Central Bank/Central Bank of Cyprus.*

*On 22 March 2021, the BoD decided the appointment of Mr Oliver Gatzke for the position of the Executive Member of the Board of Directors/Chief Executive Officer, following an external process to fill the said position. Mr O. Gatzke was appointed as an Executive Director/Chief Executive Officer on 23 July 2021, following the relevant consent of the European Central Bank/Central Bank of Cyprus.*

*On 15 April 2021, the Bank announced that the BoD has decided the appointment of Mr Antonis Rouvas as Executive Member of the Board of Directors/Chief Financial Officer. Mr A. Rouvas was appointed as an Executive Director/Chief Financial Officer on 20 September 2021, following the relevant consent of the European Central Bank / Central Bank of Cyprus.*

*Mrs Miranda Xafa and Mr Kyriacos Riris were elected as Members of the BoD of the Bank at the Annual General Meeting of the Shareholders held on 23 June 2021. Mrs M. Xafa was appointed as Independent Non-Executive Director on 14 February 2022, following the relevant consent of the European Central Bank / Central Bank of Cyprus. On 25 January 2022, the Bank announced that it had been notified by Mr K. Riris that he had withdrawn his interest to be appointed as a Member of the BoD, for personal/professional reasons.*

## EVALUATION OF PERFORMANCE OF THE BOARD OF DIRECTORS

Pursuant to the provisions of the Governance Directive and best practices on Corporate Governance, the Board of Directors performs an assessment of the BoD and its Committees at least on an annual basis. Furthermore, the Bank must assign at least every three years, the review and evaluation of the composition, efficiency and effectiveness of the Board and its Committees to an independent external consultant.

The Bank has established policies and procedures that govern the evaluation of the performance of the Board and its Committees. In the first quarter of 2022, the BoD performed the annual evaluation of the Board and its Committees for 2021. The first external evaluation by external advisors was conducted in June 2015. A second external evaluation followed in the first quarter of 2018. The third external evaluation was completed during the first quarter of 2021.

## BOARD COMMITTEES

The following four permanent committees operate within the Company:

- Board Audit Committee
- Board Remuneration Committee
- Board Nominations/Internal Governance Committee
- Board Risk Management Committee
- Board Transformation Committee

The terms of reference of the above Committees are based both on the relevant provisions of the Code pertaining to them and the relevant guiding Directives of the Central Bank of Cyprus.

Within the framework of the provisions of the Code concerning relations with Shareholders, the Chairpersons of these Committees are available to answer any questions at the Annual General Meeting, at which all shareholders are encouraged to participate.

The Chairpersons and Members of the Committees periodically submit reports or proposals to the Board of Directors following meetings of the corresponding Committees, depending on the subjects being addressed.

## COMPOSITION OF BOARD COMMITTEES

AS AT 31 DECEMBER 2021

### A. BOARD AUDIT COMMITTEE

**Chairperson:** Demetrios Efstathiou  
**Members:**

Christos Themistocleous  
John Gregory Iossifidis  
Andreas Persianis

### B. BOARD REMUNERATION COMMITTEE

**Chairperson:** Andreas Persianis  
**Members:**

Kristofer Richard Kraus  
Demetrios Efstathiou

### C. BOARD NOMINATIONS / INTERNAL GOVERNANCE COMMITTEE

**Chairperson:** Dr. Evripides A. Polykarpou  
**Members:**

Marianna Pantelidou Neophytou  
Kristofer Richard Kraus  
Marco Comastri  
Stephen John Albutt  
Marios Maratheftis  
John Gregory Iossifidis

### D. BOARD RISK MANAGEMENT COMMITTEE

**Chairperson:** Stephen John Albutt  
**Members:**

Marios Maratheftis  
Christos Themistocleous

The Board of Directors decided to establish a temporary/ad hoc Transformation Committee of the Board as from 4 May 2020. The primary role of this Committee is to oversee the implementation of the Bank's Transformation Strategy, with special emphasis on the monitoring of the implementation of the Digital Transformation Strategy which forms part of the Bank's overall Transformation Strategy and to keep the Board of Directors informed of the progress, risks and mitigating plans of such implementation.

### E. BOARD TRANSFORMATION COMMITTEE

**Chairperson:** Marco Comastri  
**Members:**

Marianna Pantelidou Neophytou  
Dr. Evripides A. Polykarpou



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

Effective corporate governance promotes transparency, accountability and sound business practices.

The Bank has a long-standing commitment to transparency and integrity. Our Board of Directors oversees management in order to ensure that our core values and our vision are followed and enhanced.

Two Board level committees demonstrate the commitment of the Bank towards Environmental, Social and Governance (ESG) at the highest possible level.

The Board Risk Management Committee monitors ESG risk through the semi-annual submission and discussion of the Bank's ESG Action Plan. While reviewing relevant strategy/policies, the Committee assesses whether ESG risk considerations are taken into account. It also ensures that ESG risk is adequately managed through the Bank's Risk Appetite Framework and through embedding ESG-related matters within the relevant risk frameworks.

The Nominations/Internal Governance Committee has the overall responsibility for the development and implementation of the Bank's Environmental, Social and Governance (ESG)

strategy with the aim of a positive impact on the stakeholders, the environment, and the society in general. The Committee also supports the Board of Directors in overseeing and challenging actions related to it. The Committee reviews and recommends for approval by the BoD the Annual ESG Impact Report following the recommendation of the Management Board.

The Management Board directs business activities and oversees the execution of the Bank's Strategy within the Risk Appetite Framework as approved by the BoD always in compliance with the applicable legal and regulatory framework and in line with best governance practices.

During 2021, the Bank launched a dedicated ESG department, within the Bank's Strategy and Transformation Division. With this new set up, the Bank aims to invest further in sustainable development and consistently design its actions to improve the impact on environmental sustainability, social responsibility and governance.

Our Governance structure is also demonstrated and presented across our sustainability aspects.

### Examples are:

- Communicating and understanding our stakeholders on ESG matters, (Page 36)
- Our Risk Culture and risk management systems, (Page 92)
- Our management and governance structures for Anti-Money Laundering (AML), Regulatory compliance (RC), anti-Bribery and corruption, (Page 96)
- The way we manage Customer Privacy, (Page 103)
- Compliance, (Page 96)

- Fair Procurement Practices, (Page 98)
- Business Conduct and ethics, (Page 97)
- Respecting Human Rights, (Page 52)
- Remuneration policies (Pages 23, 44)
- Internal Environmental, Energy and Waste Management (Page 60)
- Environmental/Social considerations into investment (Page 70)
- Management of climate – related risk (Page 70)
- Product Development Governance (Page 89)

### BOARD OF DIRECTORS

#### NOMINATIONS / INTERNAL GOVERNANCE COMMITTEE

#### SUSTAINABILITY GROUP MANAGEMENT (MANAGEMENT BOARD UNDERTAKING THE SUSTAINABILITY ROLE)

#### ESG DEPARTMENT Acts as consultants, intermediaries, coordinators and as moderators for sustainability in the Bank

#### SUSTAINABILITY TEAMS

**CHAMPIONS AND OWNERS**  
Are the basis for Sustainability management through implementing the ESG Strategy and act as champions of the areas that they are responsible to implement.

**ALL STAFF**  
Assist in the implementation of the ESG Strategy in the areas that they are responsible for.







## OUR APPROACH TO SUSTAINABILITY

- Materiality Process and Results
- Contribution to the UN Sustainable Development Goals
- Communicating and Understanding our Stakeholders
- How we Measure our Sustainability Performance



# MATERIALITY PROCESS AND RESULTS

A structural approach is followed by the Bank in order to identify and prioritise the material sustainability aspects, as presented in the materiality matrix, which are categorised in the four ESG strategic pillars. The management approach is focused on minimising the negative impact of the Bank for each material aspect on the environment, the economy and the society, while the relevant controls are in place for evaluating and improving the management approach of the Bank on an ongoing basis. Further details regarding the management approach of the Bank for each material aspect is presented in the relevant sections of each material aspect.

For the 2021 reporting period, the ESG Impact report was based on the materiality assessment performed in the first half of 2021 as part of the preparation of the 2020 Sustainability report. The Bank is planning to perform an extensive materiality assessment in the second half of 2022, the results of which will be incorporated in the strategic planning cycle for 2023 as well as in the 2022 ESG Impact report.

The materiality process was carried out according to the GRI reporting principles, in order to ensure that the report provides a reasonable and balanced representation of the Bank's ESG performance, including both its positive and negative impacts. We also applied this approach in an effort to identify our most material sustainability issues that can occur within and/or outside the Group.

**Materiality:** the most important issue to our business, and our stakeholders

**Stakeholder Inclusiveness:** understanding and responding to stakeholder expectations and interests

**Sustainability Context:** presenting our performance in relation to the broader concept of sustainability, and

**Completeness:** inclusion of all the information collected, in order to give rise to significant economic, environmental and social impacts as well as to enable stakeholders to assess our performance.

In developing our first Sustainability Materiality Matrix, we involved our personnel and management in a process of engagement, through a series of workshops on sustainability and corporate social responsibility during which we have discussed matters around the ESG agenda. During these discussions and subsequent analysis we have taken into consideration global standards and frameworks such as the GRI, SASB, UN Global Compact and the UNEPFI Principles for Responsible Banking. The initial analysis was validated through a survey that included both internal and external stakeholders.

The materiality process is summarized below:

a) For our first Sustainability materiality matrix, we organised internal workshops with a sustainability project team, representing different areas of the Bank. The first objective of these workshops was to identify the main stakeholders

of the Bank. Then, the stakeholder groups were prioritized in terms of their interest for the Group and their power to influence decisions. Then, the sustainability aspects for environmental, social and governance, relevant to the Bank and the stakeholders were identified.

b) The Sustainability aspects were then grouped and prioritized in reference to their level of importance for the stakeholder groups. This formed the Stakeholder Axis in our Sustainability Materiality Matrix.

c) The aspects were then prioritized according to the level of relevance for the Bank. This formed the Organisation Axis in our Sustainability Materiality Matrix.

d) Next the results were validated through a survey that included both internal and external participants.

e) The consolidated results from the internal analysis (workshops) and the external analysis (direct feedback from stakeholder

survey) were discussed with the top management and the Board of Directors, and final adjustments were made.

f) As a result of this process, a final Group Sustainability Materiality Matrix was defined for the Bank reflecting the most significant sustainability aspects.

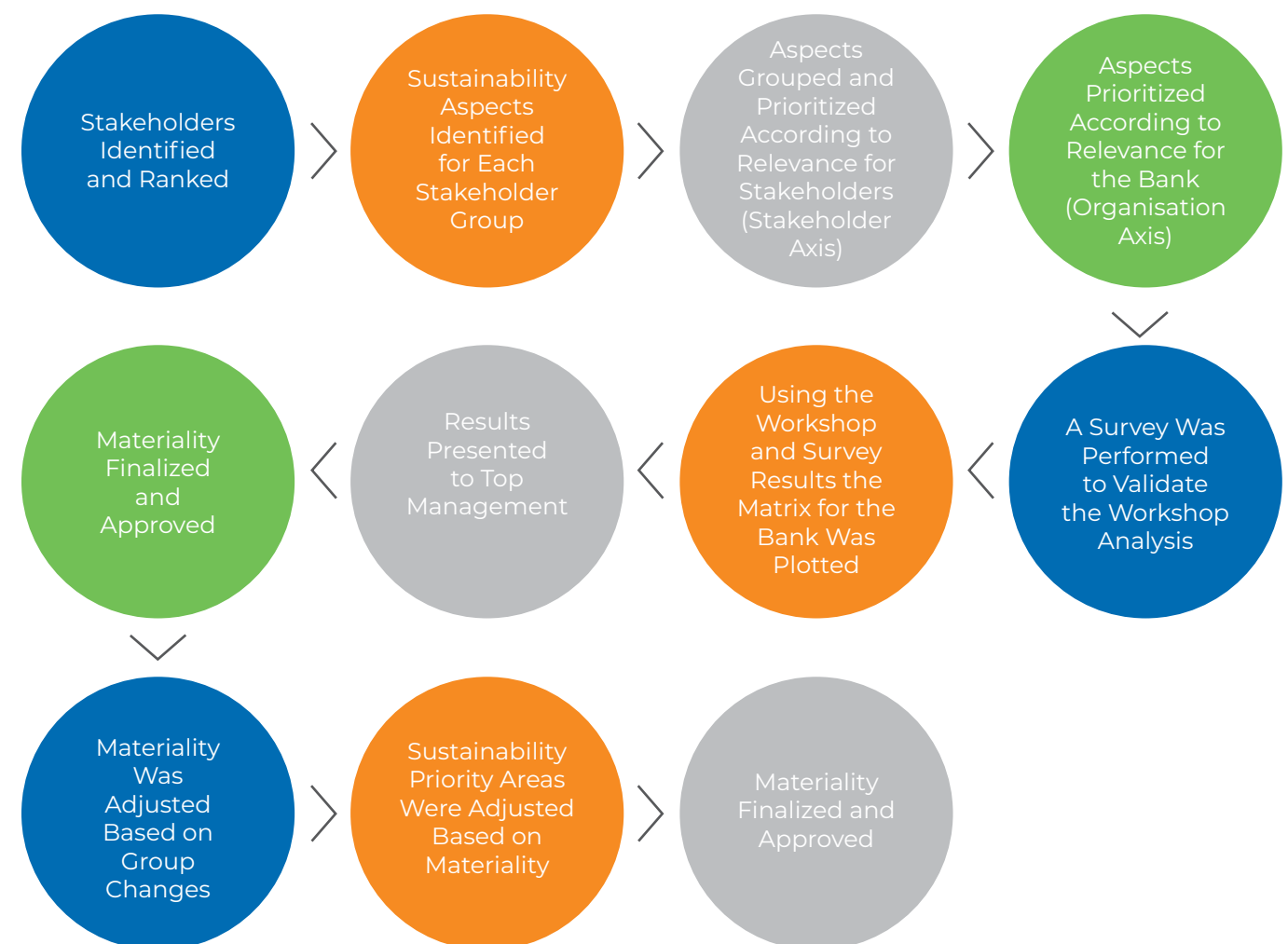
g) In 2018, we repeated a workshop with Management to identify the necessary and potential adjustments to the Sustainability Materiality Matrix. For the 2019 and 2020

reporting periods, we have also repeated the sustainability materiality workshop. During these workshops the existing sustainability aspects were adjusted and new ones added. Then the final Sustainability Materiality Matrix was approved by the Bank's Management, the Nominations/Internal Governance Committee and the BoD.

Sustainability is related to activities that deliver positive economic, social and environmental impacts for our stakeholders, the environment, and the society in general. The materiality process is conducted to highlight the most material and significant sustainability and corporate responsibility issues of the Group.

We manage our material aspects/issues by applying a proactive approach, that consists of reviewing our organisational structure, internal processes and procedures, as well as through the implementation of action plans for the different Sustainability focus areas we have identified.

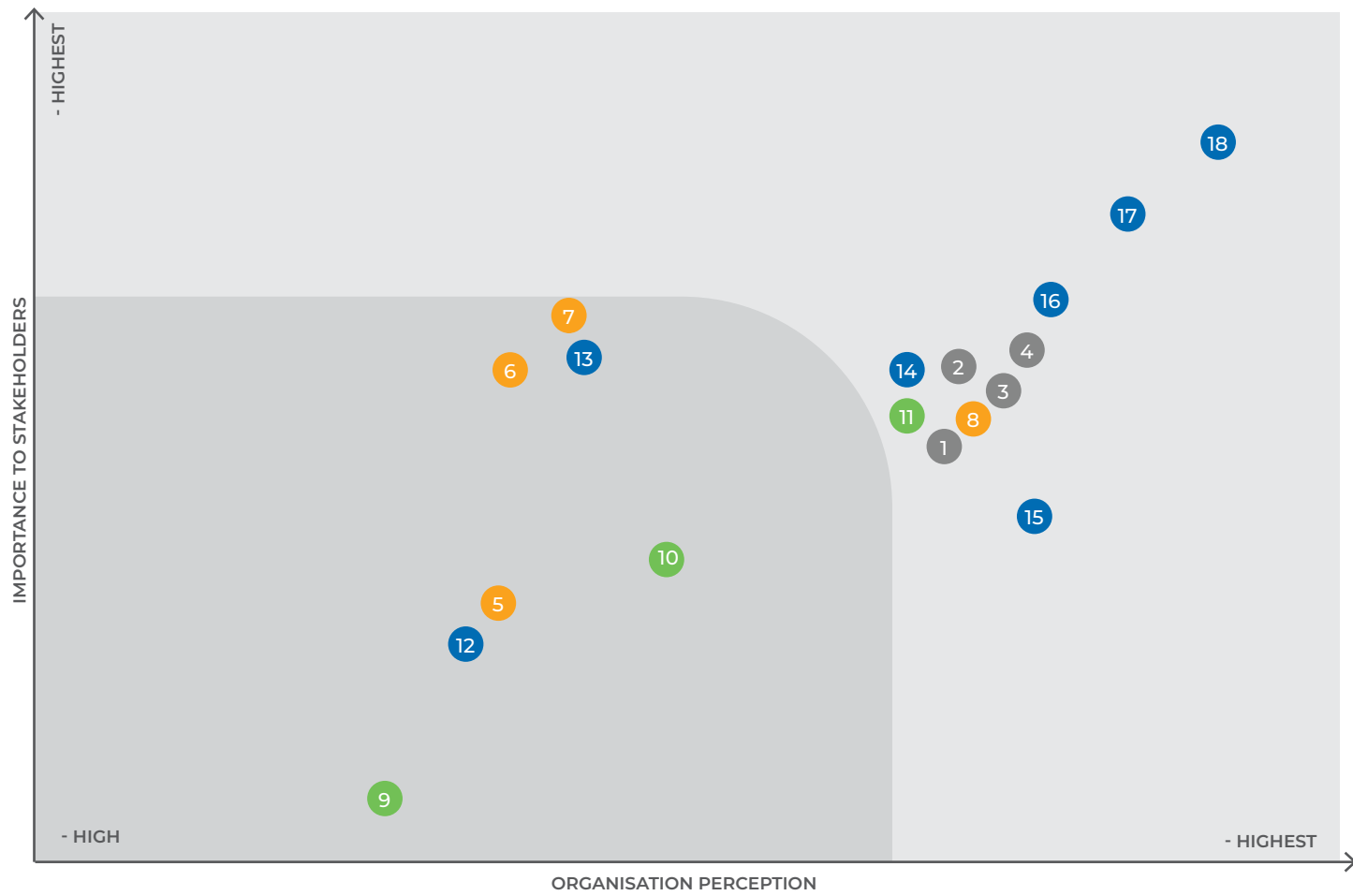
## MATERIALITY PROCESS:



# SUSTAINABILITY MATERIALITY MATRIX

The Sustainability Materiality Matrix identifies our most material aspects with reference to their level of importance/perception for the Organisation (horizontal axis) and the level of importance/perception for the Stakeholders (vertical axis). The matrix presents the material aspects from which four Sustainability priority areas were identified. An issue is

deemed of material importance (and included in the matrix) when it reflects a significant environmental, economic, social and Governance impact of the organisation, or when it influences the decision-making of our stakeholders.



PEOPLE	SOCIETY	ENVIRONMENT	MARKETPLACE
<ul style="list-style-type: none"> <li>1. Health, Safety and Well-being</li> <li>2. Labour Practices/Labour Rights</li> <li>3. Training and Education</li> <li>4. Employee Management and Engagement</li> </ul>	<ul style="list-style-type: none"> <li>5. Anti-competitive Behavior</li> <li>6. Community Investment and Impact on Society</li> <li>7. Customer Privacy</li> <li>8. Consumer Protection and Responsible Marketing</li> </ul>	<ul style="list-style-type: none"> <li>9. Supplier Environmental / Social Assessment</li> <li>10. Environmental and Social Considerations into Investment</li> <li>11. Internal Environmental, Energy and Waste management</li> </ul>	<ul style="list-style-type: none"> <li>12. Fair Procurement Practices</li> <li>13. Compliance</li> <li>14. Anti corruption</li> <li>15. Governance and Risk Culture</li> <li>16. Customer Satisfaction</li> <li>17. Economic Performance and Financial Resilience</li> <li>18. Transformation</li> </ul>





# CONTRIBUTION TO THE UN SUSTAINABLE DEVELOPMENT GOALS

## WHAT ARE THE UN SUSTAINABLE DEVELOPMENT GOALS?

In 2015, all 193 United Nations Member States endorsed the 2030 Agenda for Sustainable Development, setting out an ambitious plan to end poverty, fight inequality, and protect the planet. The 17 Sustainable Development Goals (SDGs), are global, universal and interconnected, providing a common language, both to governments and businesses, for contributing to solving these challenges, while generating new business opportunities. Each of these 17 United Nations SDGs has specific targets that need to be achieved by 2030. For the goals to be reached, everyone needs to do their part:

governments, the private sector (i.e. business), civil society and individuals. The SDGs are equally applicable both to the developed world as well as to the developing world.

The SDGs aim to enhance the industry, innovation and infrastructure, responsible consumption and production, climate action, and responsible investment. Governments have already started using the SDGs as their roadmap, for sharing national policy and regulations, and many organisations act and report upon the priority areas covered by the SDGs, such as climate change, energy management and working conditions.

At Hellenic Bank, we consider the Financial Sector to be a major player with regards to achieving Sustainable Development. Therefore, we have mapped our applicable Sustainability Aspects with the 17 SDGs (Transformation, Customer Protection and Responsible Marketing, Customer Privacy, Customer Satisfaction are not applicable). The diagram below shows how our

4 ESG strategic pillars are linked to the different SDGs. Our specific contributions to each SDG and relevant SDG targets is also presented in the SDG Relationship Matrix that follows. In the sections of the ESG Impact report that follow, we also indicate this relationship by using the relevant SDG icon where applicable.





## SDG RELATIONSHIP MATRIX

	RELEVANT SDG TARGETS	PEOPLE 	ENVIRONMENT 	MARKETPLACE 	SOCIETY 	OUR IMPACT
	1.2 1.4 1.5		●		●	We contribute through impact investment to vulnerable groups to improve their standard of living.
	2.3 2.4		●		●	We contribute to the agricultural productivity and incomes of small-scale food producers (farmers and fishers), who have access to financial services via loan availability.
	3.6 3.8	● ● ●	●			We contribute to the provision of quality essential health-care services and access to medicines, by providing health coverage to all employees. We also contribute by providing a safe workplace to all.
	4.1 4.3 4.4 4.7	● ● ●				We support youth and adults to have relevant skills for employment, decent jobs and entrepreneurship and ensure that they all acquire the knowledge and skills needed to promote sustainable development, sustainable lifestyles, human rights, gender equality and appreciation of cultural diversity.
	5.1 5.5	● ●		●	●	We ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making and provide equal opportunities to women to have access to financial services.
	6.3 6.6		● ●		●	We contribute to water quality improvement by managing our environmental impacts and reducing our pollution. Through impact investment, we support the local communities in improving water management and aid in restoring water-related ecosystems for example, via tree-planting.
	7.2 7.3		●			We contribute by producing renewable energy, increasing its share in the global energy mix and we increase our energy efficiency through effective energy management.
	8.2 8.3 8.5 8.8 8.9 8.10	● ● ●	● ●		● ●	Through general investment into the economy, we promote job creation, entrepreneurship, innovation, growth of micro-, small- and medium-sized enterprises. We take the necessary steps to protect labour rights and promote safe and secure working environments for all workers. We implement policies to promote sustainable tourism.

	RELEVANT SDG TARGETS	PEOPLE 	ENVIRONMENT 	MARKETPLACE 	SOCIETY 	OUR IMPACT
	9.2 9.3		●	●	●	We provide finance and commercial services integrating social and environmental criteria into impact investment, increasing the access of the small-scale enterprises to affordable credit, and to cleaner environmental technologies. We ensure that our vendors are respectful to human/labour rights as well as green environmental considerations, to the extent possible.
	10.2 10.4 10.3	● ● ●		●	●	We adopt our policies to progressively achieve greater equality.
	11.1		●		●	By providing mortgage financial services, we provide access to adequate, safe, and accessible housing.
	12.2 12.5 12.7		● ●	●		By managing our environmental and social impacts, we continuously use more efficiently natural resources, and we work towards minimising our GHGs emissions and waste generation through prevention, reduction, recycling and reuse. The procurement process is managed centrally, and its independence is safeguarded through the direct reporting to the Technology & Operations Division.
	13.1 13.3	●	● ●		●	By managing our environmental and social impacts and improving our energy management through training, we minimise our impact to climate change and strengthen our resilience to climate-related risks. Our main aim is to identify, assess, control and manage the impact of climate change risk with specific actions.
	15.1 15.4		● ●		●	Through the implementation of environmental criteria to our impact and community investment, as well as managing our own environmental performance, we reduce land pollution and promote sustainable use of the ecosystem and biodiversity.
	16.5 16.6 16.7	● ●		● ● ● ●		By eliminating bribery and corruption, we combat organised crime and we develop accountability and transparency throughout our organisation.

### PEOPLE:

- Employment management and engagement
- Labour practices and rights
- Training and education
- Health, Safety & Well-being

### ENVIRONMENT:

- Internal Environmental, Energy and Waste management
- Environmental/Social considerations into investment
- Supplier Environmental/ Social Assessment

### SOCIETY:

- Anti-Competitive Behavior
- Community Investment and impact on Society

### MARKETPLACE:

- Governance and Risk Culture
- Economic performance & financial resilience
- Compliance
- Anti-corruption
- Fair procurement practices

# COMMUNICATING AND UNDERSTANDING OUR STAKEHOLDERS

Hellenic Bank is in a regular dialogue with a wide range of stakeholders, who together, represent a diverse set of priorities and interests.

Through regular communication with them, we improve our corporate objectives, products and services. To fully appreciate sustainability, we need to engage our stakeholders.

**Our stakeholders vary from government authorities/regulators to employees, local residents and our customers.**

Our major stakeholders include, among other, clients, personnel, the media, the public sector, cooperation partners, and associations closely related to the retail financial services sector.

With our first sustainability report, we set up a framework explaining our approach towards Sustainability, our stakeholder engagement and the impact of our daily business operations. Our stakeholder approach provides the Group with the tools to understand and respond to our stakeholders' needs and expectations.

**The frequency and type of engagement we maintain with our various stakeholders is diverse. We listen to our stakeholders and engage with them on an ongoing and ad hoc basis.** Topics addressed in our stakeholder consultations are determined on the basis of the material aspects. Our stakeholder engagement approach includes focus groups, workshops, meetings, conferences, committee meetings, and structured questionnaires and surveys.

Furthermore, the Bank's Management is in close cooperation with our stakeholders, as part of their management responsibilities. Internally, in the last 3 years, we organised a series of workshops with employees representing different departments, in our effort to identify our most material sustainability aspects as part of the Sustainability reporting process. The process followed is described in detail in the section: Materiality Process and Results. For the

2017 Sustainability reporting process, we had received feedback by using an online survey to validate our understanding of the most important Sustainability issues. Furthermore, in order to engage with customers and understand their sustainability agenda we have also used feedback from customer surveys. Our effort to improve and understand our stakeholders, their interests and expectations will continue. This will also give us the opportunity to better understand our performance and track our progress against our Sustainability focus areas.

Overall, our stakeholders consist a valuable part of our supply chain and we aim to establish long lasting relations with them. We value our stakeholders' interests and we aim to meet or even exceed their expectations by providing high quality services and making effort for continuous improvement.



The table below presents our key stakeholders, the respective forms of engaging them and the material aspects per stakeholder group as identified through the process described in section: Materiality Process and Results.

STAKEHOLDER GROUP	FORM OF COMMUNICATION	OUR UNDERSTANDING OF YOUR MAIN AREAS OF INTEREST
EMPLOYEES	Workshops, surveys, training, internal meetings, Town Hall meetings, appraisals	<ul style="list-style-type: none"> <li>Employee Health, Safety &amp; Well-being</li> <li>Training &amp; Education</li> <li>Diversity &amp; Equal Opportunity</li> <li>Personal Data Protection</li> <li>Employee Management and Engagement</li> <li>Labour Practices/Labour Rights</li> <li>Transformation</li> <li>Climate Change</li> <li>ESG performance</li> <li>Internal Environmental Management / Impacts</li> </ul>
CUSTOMERS	Surveys, meetings, complaints management, ongoing feedback, media tracking, customer service	<ul style="list-style-type: none"> <li>Customer/Satisfaction and Service Quality</li> <li>Health, Safety &amp; Well-being</li> <li>Product and Service Labelling/Product Offering Simplification</li> <li>Customer protection and Responsible Marketing</li> <li>Transformation</li> <li>Climate Change</li> <li>Internal Environmental Management / Impacts</li> </ul>
REGULATOR	Supervisory dialogues (On & Off-site Meetings), Video & Teleconferences, regulations, directives, circulars	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy</li> <li>Governance and Risk Culture</li> <li>Economic Performance and Financial Resilience</li> <li>Compliance</li> <li>Anti-corruption</li> <li>Health, Safety &amp; Well-being</li> <li>Climate Change</li> <li>ESG performance</li> <li>Internal Environmental Management / Impacts</li> </ul>
SOCIETY	Surveys, press releases, online and offline meetings	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy</li> <li>Community Investment and Impact on Society</li> <li>Internal Environmental Management Impacts</li> <li>Environmental/Social considerations into Investment</li> <li>Transformation</li> <li>Climate Change</li> <li>Internal Environmental Management/ Impacts</li> <li>Media</li> <li>Volunteering</li> </ul>

STAKEHOLDER GROUP	FORM OF COMMUNICATION	OUR UNDERSTANDING OF YOUR MAIN AREAS OF INTEREST
<b>RATING AGENCIES</b>	Reports, meetings, press releases	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy/Data Security</li> <li>Governance and Risk Management</li> <li>Economic Performance and Financial Resilience</li> <li>Compliance</li> <li>Customer Satisfaction</li> <li>Anti-corruption</li> <li>Transformation</li> <li>Climate Change</li> <li>ESG performance</li> <li>Internal Environmental Management /Impacts</li> </ul>
<b>COMPETITORS</b>	Media, association meetings	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy/Data Security</li> <li>Governance and Risk Management</li> <li>Economic Performance and Financial Resilience</li> <li>Compliance</li> <li>Customer Satisfaction</li> <li>Anti-corruption</li> <li>Labour practices/Labour rights</li> <li>Anti-Competitive behavior</li> <li>Transformation</li> <li>Climate Change</li> <li>ESG performance</li> <li>Internal Environmental Management / Impacts</li> </ul>
<b>MANAGEMENT</b>	Internal meetings, correspondence, telecoms, Workshops, surveys, training, regular feedback sessions, appraisals	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy/Data Security</li> <li>Governance and Risk Culture</li> <li>Economic Performance and Financial Resilience</li> <li>Compliance</li> <li>Customer Satisfaction</li> <li>Anti-corruption</li> <li>Labour practices/Labour rights</li> <li>Transformation</li> <li>Climate Change</li> <li>ESG performance</li> <li>Internal Environmental Management / Impacts</li> </ul>
<b>SUPPLIERS</b>	Meetings, feedback received from Business Division/Retail Division, assessments, project meetings, quality controls of products and services	<ul style="list-style-type: none"> <li>Environmental management</li> <li>Supplier Environmental/Social Assessment</li> <li>Governance and Risk Management</li> <li>Economic Performance and Financial Resilience</li> <li>Compliance</li> <li>Customer Satisfaction</li> <li>Anti-corruption</li> <li>Fair Procurement practices</li> <li>Transformation</li> </ul>

STAKEHOLDER GROUP	FORM OF COMMUNICATION	OUR UNDERSTANDING OF YOUR MAIN AREAS OF INTEREST
<b>COMMUNITY</b>	Surveys, social media, press releases, press conferences, conferences, social events	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy/Data Security</li> <li>Community Investment and Impact on Society</li> <li>Environmental/Social considerations into Investment</li> <li>Transformation</li> <li>Climate Change</li> <li>Internal Environmental Management / Impacts</li> </ul>
<b>ASSOCIATIONS</b>	Meetings, surveys, seminars, workshops, BoD and Committees participation	<ul style="list-style-type: none"> <li>Environmental/Social considerations into Investment</li> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy/Data Security</li> <li>Community Investment and Impact on Society</li> <li>Transformation</li> </ul>
<b>GOVERNMENT</b>	Meetings, monitoring regulations	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy/Data Security</li> <li>Governance and Risk Management</li> <li>Economic Performance and Financial Resilience</li> <li>Compliance</li> <li>Anti-corruption</li> <li>Transformation</li> <li>Climate Change</li> <li>ESG performance</li> <li>Internal Environmental Management / Impacts</li> </ul>
<b>MEDIA</b>	Media monitoring, press meetings, online and offline meetings	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy/Data Security</li> <li>Community Investment and Impact on Society</li> <li>Anti-corruption</li> <li>Compliance</li> <li>Transformation</li> <li>Climate Change</li> <li>Internal Environmental Management / Impacts</li> </ul>
<b>SHAREHOLDERS</b>	Shareholders meetings, Regulatory announcements, Financial Disclosures, Non Financial Disclosures	<ul style="list-style-type: none"> <li>Consumer Protection and Responsible Marketing</li> <li>Customer Privacy/Data Security</li> <li>Governance and Risk Management</li> <li>Economic Performance and Financial Resilience</li> <li>Compliance</li> <li>Customer Satisfaction</li> <li>Anti-corruption</li> <li>Labour practices/Labour rights</li> <li>Transformation</li> <li>Climate Change</li> <li>ESG performance</li> <li>Internal Environmental Management / Impacts</li> </ul>



# HOW WE MEASURE OUR SUSTAINABILITY PERFORMANCE

Evaluating the effectiveness of our approach includes communication plans with stakeholders, materiality analyses for strategy development and measuring of our performance through specific performance indicators. For each Sustainability aspect, we set action plans including targets. We follow and implement these action plans on an annual basis and at the end of the year, we review, update and adjust our targets and commitments.

In pages that follow, we set out these actions and targets in a separate table for each area of our ESG strategy. The progress we made against each one is indicated using the symbols shown in the table below on this page. Furthermore, in the following sections, we describe how these and their respective impacts are managed. Please refer to each section for more detailed information.

## METRICS AND TARGETS

We have established key performance indicators for each of the four Sustainability priority areas outlined in our ESG strategy (Materiality Process and Results, page 28), with published targets to hold ourselves accountable and track how we are doing. These indicators reflect the level our business should aim to be sustainable and responsible on an ongoing basis.

Periodically, we will be introducing new metrics and updated targets to ensure alignment with our ESG strategy.

## SYMBOLS USED TO INDICATE PROGRESS AGAINST OUR ACTIONS AND TARGETS

### COMMITMENT

NEW COMMITMENT

COMMITMENT NOT STARTED

IN PROGRESS

COMPLETE

ONGOING COMMITMENT WITH NO END DATE

### SYMBOL



# PEOPLE OUR ACTION PLAN FOR THE FUTURE

ISSUE	ACTIONS AND TARGETS	RELEVANT SDGS	PROGRESS
Employee Management and Engagement	<ul style="list-style-type: none"> <li>Aspirational target to have members of the under-represented gender make up 33% of the Board's non-executive membership by the end of 2026</li> <li>Management Capability Enhancement Journey for enhancing management &amp; leadership skills, as well as skills related to the Bank's values</li> <li>Disseminate Culture Change Messages</li> <li>Feedback App: introduction of a new initiative that will enhance communication and feedback at all levels in the organisation</li> <li>Enhance collaboration and communication through the "Let's Meet-What our Team Does" initiative, for staff to become familiar with the Bank's organisational structure, activities and key objectives</li> <li>Staff Rotation: We build on our people's skills through cross-divisional career mobility so to enrich our employees' overall experience, offer opportunities to enhance their strengths and skills, develop a flexible and agile workforce with transferable knowledge and agility to cope in different situations</li> </ul>		
Labour Practices/ Labour Rights	<ul style="list-style-type: none"> <li>Policies/Procedures/Practices for Labour practices/Labour rights reviewed/amended any time deemed appropriate</li> <li>To enhance policies &amp; procedures for Health and Safety including occupational doctor, Health &amp; Safety committees</li> </ul>		
Training and Education	<ul style="list-style-type: none"> <li>Learning and Development is committed to the implementation of specific courses for continuous improvement of knowledge and skills, for the professional development of human capital</li> <li>Introduction to Sustainability e-learning courses in 2021</li> </ul>		
Health, Safety & Well-being	<ul style="list-style-type: none"> <li>Handling of COVID-19 incidents, reporting to Ministry of Health, harmonization with legislation ongoing updates &amp; protocols, disinfection handling</li> <li>First Aid Seminars in 2021 (completed with total 275 authorised first aiders)</li> <li>Enhancement of the procedure for Health &amp; Safety Committees. A procedure that enables Managers and employee representatives to meet regularly and work co-operatively to improve work health and safety outcomes</li> </ul>		



## OUR PERFORMANCE PEOPLE

- Employee Management and Engagement
- Labour Practices / Labour Rights
- Health, Safety and Well-being
- Training and Education



# EMPLOYEE MANAGEMENT AND ENGAGEMENT

We strive to create a respectful, rewarding, diverse, positive and productive working environment that enables our employees to thrive in order to further enhance the Bank's competitiveness and meet its strategic goals.

In this section, we present our practices to achieve the desired working environment, as well as relevant performance indicators.

## OUR EMPLOYEES

Every action and decision taken in our Bank has a bigger impact. By prospering our existing and new employees, we enable a lens of sustainability for those taking actions and decisions.

We provide our employees with proper learning and development, we promote the benefits of working within a value-based culture and introduce initiatives that encourage employees' cooperation and involvement with the organisation's objectives and goals.

Talent management is an integral part of our strategy and is aligned with the Bank's vision and strategic goals, to ensure that talent is developed with the appropriate focus. It refers to the process of attracting highly skilled employees to join the Bank, both developing and integrating new employees, as well as developing and retaining our existing employees.

In 2021, 800 of our employees, including temporary staff, participated in Assessment/Development Centers for developmental and internal recruitment purpose. Also, 11 vacancies for permanent positions were filled through Assessment Centers. More than 3000 applicants sought after a career opportunity in our Bank and more than 600 interviews were conducted, to assess the candidates against essential competencies, in accordance with the positions' requirements. 49 vacancies were filled, with the recruitment of specialised and experienced candidates from the external market. Furthermore, 178 temporary employees joined the organisation and were offered an opportunity to experience the banking industry, acquire new skills, and increase their value in the labour market.

The 'Employee Onboarding Experience' was launched in 2021, through which an automated and paperless procedure for new joiners was introduced. In addition, an interactive and user friendly page was created and promoted in the Bank's internal

HR portal, dedicated in the 'Employee Onboarding Experience'.

Our Rotation Policy also acts as a form of internal recruitment and talent management. We seek to develop a flexible and agile workforce with transferable knowledge, skills, and experience, to meet our future needs by providing attractive career opportunities, ensuring the principles of transparency, objectivity, equal opportunities, absence of discrimination of any kind and meritocracy throughout the rotation/internal selection process.

It is a priority for us that our people feel that they belong to a greater community. For this reason, we aimed to build connections and networks for an inclusive communication culture for all our members, new joiners, people who work in branches, at home and in the office.

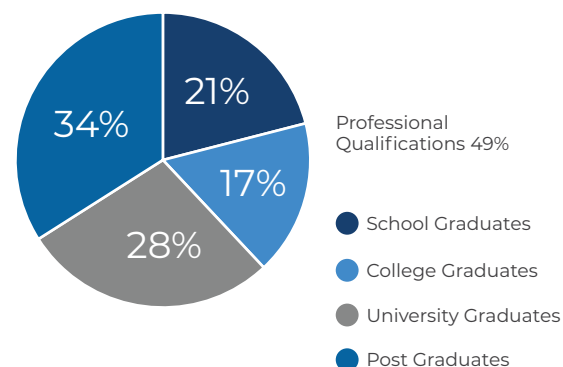
HR also ensures that the Bank's management have the necessary tools, knowledge and experience to effectively manage their teams and improve decisions. In this regard, HR provides on a monthly basis to Management HR Reports and other data via visual dashboards.

## EMPLOYEE REMUNERATION

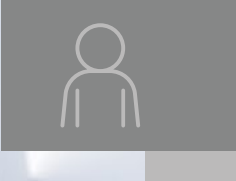
Group's staff costs for the year ended 31 December 2021 amounted to €134m compared to €131m (restated in 2021 from €132 m to €131 m, for more information refer to 2021 Annual Financial Report, note 4.32.) for the year ended 31 December 2020, recording an increase of 2% and accounting for 51% of the Group's total expenses.

## OUR EMPLOYEES

At the end of 2021, Group employees totalled 2.608 compared to 2.602 as at the end of 2020 (excluding temporary staff).



“Employee management and engagement practices are very important for the Bank”





## EMPLOYEES BY EMPLOYMENT CONTRACT / TYPE AND TURNOVER

By Employment type: Permanent Employees (Full Time and Part Time)	2021				2020				2019			
	New Employee hires	Departures	% Hired	% Departures	New Employee hires	Departures	% Hired	% Departures	New Employee hires	Departures	% Hired	% Departures
FULL TIME PERMANENT EMPLOYEES - MALE	28	27	1%	1%	44	17	2%	1%	53	33	2%	1%
FULL TIME PERMANENT EMPLOYEES - FEMALE	32	31	1%	1%	34	21	1%	1%	57	20	2%	1%
<b>TOTAL FULL TIME PERMANENT EMPLOYEES</b>	<b>60</b>	<b>58</b>	<b>2%</b>	<b>2%</b>	<b>78</b>	<b>38</b>	<b>3%</b>	<b>1%</b>	<b>110</b>	<b>53</b>	<b>4%</b>	<b>2%</b>
PART TIME PERMANENT EMPLOYEES - MALE	0	0	0%	0%	0	0	0%	0%	0	0	0%	0%
PART TIME PERMANENT EMPLOYEES - FEMALE	0	0	0%	0%	0	0	0%	0%	0	0	0%	0%
<b>TOTAL PART TIME PERMANENT EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
TOTAL PERMANENT EMPLOYEES - MALE	28	27	1%	1%	44	17	2%	1%	53	33	2%	1%
TOTAL PERMANENT EMPLOYEES - FEMALE	32	31	1%	1%	34	21	1%	1%	57	20	2%	1%
<b>TOTAL PERMANENT EMPLOYEES</b>	<b>60</b>	<b>58</b>	<b>2%</b>	<b>2%</b>	<b>78</b>	<b>38</b>	<b>3%</b>	<b>1%</b>	<b>110</b>	<b>53</b>	<b>4%</b>	<b>2%</b>
TEMPORARY EMPLOYEES (SEASONAL)												
TEMPORARY EMPLOYEES - MALE	66	77	2%	3%	39	94	1%	3%	75	38	2,5%	1%
TEMPORARY EMPLOYEES - FEMALE	112	195	4%	7%	106	250	4%	9%	165	74	5,5%	2%
<b>TEMPORARY EMPLOYEES - TOTAL</b>	<b>178</b>	<b>272</b>	<b>6%</b>	<b>10%</b>	<b>145</b>	<b>344</b>	<b>5%</b>	<b>12%</b>	<b>240</b>	<b>112</b>	<b>8%</b>	<b>4%</b>

## EMPLOYEES BY EMPLOYEE LEVEL AND THE REGIONS IN WHICH THEY ARE EMPLOYED

EMPLOYEE LEVEL	YEAR	REGION									
		NICOSIA	LIMASSOL	LARNACA	FAMAGUSTA	PAPHOS	SOUTH AFRICA	MOSCOW	ST.PETE-RSBURG	KIEV	GRAND TOTAL
NON PEOPLE MANAGERS	2019	1.187	397	263	70	153	2	3	1	1	2.077
	2020	1.208	395	275	71	156	0	3	2	1	2.111
	2021	1.202	387	277	71	160	0	3	2	1	2.103
PEOPLE MANAGERS	2019	312	73	51	15	29	1	1	1	1	484
	2020	333	70	45	14	26	0	1	1	1	491
	2021	343	75	46	14	25	0	0	1	1	505
TEMPORARY STAFF	2019	282	96	60	6	10	0	0	0	0	454
	2020	234	12	17	2	2	0	0	0	0	267
	2021	130	15	5	1	1	0	0	0	0	152
GRAND TOTAL	2019	<b>1.781</b>	<b>566</b>	<b>374</b>	<b>91</b>	<b>192</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>3.015</b>
	2020	<b>1.775</b>	<b>477</b>	<b>337</b>	<b>87</b>	<b>184</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>2.869</b>
	2021	<b>1.675</b>	<b>477</b>	<b>328</b>	<b>86</b>	<b>186</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2.760</b>

## EMPLOYEES BY GENDER AND EMPLOYEE LEVEL

EMPLOYEE LEVEL	YEAR	FEMALE	MALE	GRAND TOTAL
NON PEOPLE MANAGERS	2019	1.434	643	2.077
	2020	1.451	660	2.111
	2021	1.450	653	2.103
PEOPLE MANAGERS	2019	224	260	484
	2020	219	272	491
	2021	222	283	505
TEMPORARY STAFF	2019	329	125	454
	2020	187	80	267
	2021	96	56	152
GRAND TOTAL	2019	<b>1.987</b>	<b>1.028</b>	<b>3.015</b>
	2020	<b>1.857</b>	<b>1.012</b>	<b>2.869</b>
	2021	<b>1.768</b>	<b>992</b>	<b>2.760</b>

## EMPLOYEES BY AGE GROUP AND EMPLOYEE LEVEL

EMPLOYEE LEVEL	YEAR	<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD	GRAND TOTAL
NON PEOPLE MANAGERS	2019	157	1.639	281	2.077
	2020	102	1.662	347	2.111
	2021	83	1.615	405	2.103
PEOPLE MANAGERS	2019	1	294	189	484
	2020	0	278	213	491
	2021	0	276	229	505
TEMPORARY STAFF	2019	347	104	3	454
	2020	200	66	1	267
	2021	117	30	5	152
GRAND TOTAL	2019	<b>505</b>	<b>2.037</b>	<b>473</b>	<b>3.015</b>
	2020	<b>302</b>	<b>2.006</b>	<b>561</b>	<b>2.869</b>
	2021	<b>200</b>	<b>1.921</b>	<b>639</b>	<b>2.760</b>

## BASIC SALARY RATIOS BY EMPLOYEE LEVEL

EMPLOYEE LEVEL	RATIO		
	2021	2020	2019
Non People Managers	1:1,19	1:1,24	1:1,21
People Managers	1:1,26	1:1,23	1:1,39
Temporary Staff	1:0,96	1:1,01	1:0,94

## REMUNERATION RATIOS BY EMPLOYEE LEVEL

EMPLOYEE LEVEL	RATIO		
	2021	2020	2019
Non People Managers	1:1,22	1:1,24	1:1,21
People Managers	1:1,23	1:1,23	1:1,35
Temporary Staff	1:0,87	1:1,01	1:0,95



## NEW EMPLOYEE HIRES BY AGE AND GENDER (TEMPORARY AND PERMANENT STAFF)

	NO. OF RECRUITMENTS			TOTAL NO. OF STAFF			RATE		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
<30 YEARS OLD	171	127	216	200	302	505	6%	4%	7%
30-50 YEARS OLD	58	83	120	1.921	2.006	2.037	2%	3%	4%
>50 YEARS OLD	9	13	14	639	561	473	0%	0%	0%
<b>GRAND TOTAL</b>	<b>238</b>	<b>223</b>	<b>350</b>	<b>2.760</b>	<b>2.869</b>	<b>3.015</b>	<b>9%</b>	<b>8%</b>	<b>12%</b>
MALE	94	83	128	992	1.012	1.028	3%	3%	4%
FEMALE	144	140	222	1.768	1.857	1.987	5%	5%	7%
<b>GRAND TOTAL</b>	<b>238</b>	<b>223</b>	<b>350</b>	<b>2.760</b>	<b>2.869</b>	<b>3.015</b>	<b>9%</b>	<b>8%</b>	<b>12%</b>

## EMPLOYEE TURNOVER\* BY AGE AND GENDER

	NO. OF DEPARTURES			TOTAL NO. OF STAFF			RATE		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
<30 YEARS OLD	198	238	84	200	302	505	7%	8%	3%
30-50 YEARS OLD	123	137	78	1.921	2.006	2.037	4%	5%	3%
>50 YEARS OLD	9	7	3	639	561	473	0%	0%	0%
<b>GRAND TOTAL</b>	<b>330</b>	<b>382</b>	<b>165</b>	<b>2.760</b>	<b>2.869</b>	<b>3.015</b>	<b>12%</b>	<b>13%</b>	<b>5%</b>
MALE	104	111	71	992	1.012	1.028	4%	4%	2%
FEMALE	226	271	94	1.768	1.857	1.987	8%	9%	3%
<b>GRAND TOTAL</b>	<b>330</b>	<b>382</b>	<b>165</b>	<b>2.760</b>	<b>2.869</b>	<b>3.015</b>	<b>12%</b>	<b>13%</b>	<b>5%</b>

\*Employee turnover: Employees who leave the organization voluntarily or due to dismissal, retirement, or death in service.

## INDIVIDUALS WITHIN THE ORGANISATION'S GOVERNANCE BODIES PER GENDER AND AGE

	2021	2020	2019	RATE 2021	RATE 2020	RATE 2019
MALE	22	28	26	96%	88%	84%
FEMALE	1	4	5	4%	13%	16%
<b>TOTAL</b>	<b>23</b>	<b>32</b>	<b>31</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<30 YEARS OLD	0	0	0	0%	0%	0%
30-50 YEARS OLD	6	12	14	26%	38%	45%
>50 YEARS OLD	17	20	17	74%	63%	55%
<b>GRAND TOTAL</b>	<b>23</b>	<b>32</b>	<b>31</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## COMPOSITION IN THE BOARD OF DIRECTORS BY AGE GROUP AND GENDER

	2021	2020	2019
30-50 YEARS OLD	2	2	6
>50 YEARS OLD	10	9	7
<b>GRAND TOTAL</b>	<b>12</b>	<b>11</b>	<b>13</b>
	2021	2020	2019
MALE	11	10	11
FEMALE	1	1	2
<b>GRAND TOTAL</b>	<b>12</b>	<b>11</b>	<b>13</b>

## FEEDBACK CULTURE



Developing a feedback rich culture, where colleagues provide and receive regular and honest feedback, is one of the key elements in our efforts to enhance communication, cooperation and continuous development of our employees”

## PERFORMANCE APPRAISAL SYSTEM (PAS)

The PAS is designed on the principles of objectivity and consistency, fairness, meritocracy and transparency.

The PAS contributes towards the dissemination of a common sense of purpose, through the setting of individual objectives which are linked with the Bank's corporate priorities. In addition, the PAS describes and evaluates the expected behaviours based on the Bank's Values and Code of Business Conduct & Ethics, through the evaluation of Core Competencies. Additionally, Specialised Competencies are included to evaluate specialised roles more objectively.

Several tools and resources are utilized to guide and support both appraisers and appraisees, as well as disseminate key messages for performing objective evaluations and for providing constructive feedback.

These include:

- Relevant Training Programs on an annual basis for new Appraisers and for experienced Appraisers with significant changes in the PAS. In 2021 two online training programs were conducted for new Appraisers.
- Detailed relevant procedures & technical manuals, both in Greek and English, are available to all employees.
- A qualitative and quantitative analysis of the results is performed upon the completion of the process and feedback is provided, as appropriate, to all relevant parties, in order to promote transparency and continuous improvement in relation to the way we utilise the PAS.
- There is a dedicated page at the Bank's internal portal for 'Performance & Feedback' related areas.



Implementation of 360° Feedback Scheme & One-to-one coaching sessions

**360° Feedback Scheme (360°):** The 360° was run in June 2021 for the 3rd time and the Bank's people managers had the opportunity to receive targeted feedback from peers and subordinates, in a confidential manner. After receiving their individual reports, 110 one-to-one 360° sessions were conducted between HR and people managers, in order to discuss the outcomes of the Scheme and to set a development plan, where deemed appropriate.



Launch of feedBank App for exchange of feedback between colleagues across levels and Divisions:

In 2021, an innovative application was developed internally, the so-called FeedBank app, the name of which was voted by employees. The application provides a direct, user-friendly way for giving and receiving regular and constructive feedback, across hierarchical levels and across departments. The ultimate objective is to further improve two-way communication, facilitate interdepartmental team spirit, collaboration and promote continuous development. Innovative features are used, including the utilization of badges that promote the Bank's corporate values and a gamification element, where colleagues get trophies for every 10 badges of the same behaviour. Additionally, the design and icons used are gender-neutral and embrace the notion of diversity. Five virtual open days have taken place in 2021 to present and promote the app within the Bank.

# LABOUR PRACTICES/ LABOUR RIGHTS

“Labour/Management relations are important for achieving a motivated and capable workforce that views its work as creative and fulfilling. The Bank opts for healthy labour/management relations which are important in enhancing the Bank’s performance, managing change and building harmonious industrial relations. These aim to avoid unnecessary industrial actions which disrupt the Bank’s operations and cause employee frustration”

For this purpose, the Bank aims to establish a new Collective Agreement with the Union so as to achieve uniformity and further increase transparency, firmness, meritocracy and consistency amongst its employees.

## FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

The right of workers and the Bank to form and join organisations of their own choosing is an integral part of a free and open society to collectively express, promote, pursue and defend common interests, and is of great importance to the Bank. More than 90% of Hellenic Bank staff members are represented by Trade Unions.

## DIVERSITY AND EQUAL OPPORTUNITY

A diverse Senior Management composition fosters a variety of views and experiences and facilitates independent opinions and sound decision-making, by incorporating a broader range of views, opinions, experiences, perceptions, values and backgrounds. A more diverse composition of senior management members reduces the phenomena of ‘group think’ and ‘herd behaviour’. A richer set of knowledge, experiences, academic and professional background, but common ethics and values, results in better decision-making and greater efficiency in the way we operate.

## DIVERSITY POLICY IN RELATION TO THE SELECTION OF MEMBERS OF THE BOARD OF DIRECTORS

Diversity refers to differences in the skills, regional and industry experience, previous Board experience, social and ethnic background, race, gender, age, educational and professional

background, sexual orientation, interpersonal skills and other distinctions between Directors such as cognitive and personal strengths.

The Bank recognises and embraces the benefits of having a diverse Board of Directors and sees increasing diversity at Board level as an essential element in maintaining a competitive advantage. Diversity as defined above will be considered in determining the optimum composition of the Board of Directors and, when possible, should be balanced appropriately. All Board of Directors appointments and succession plans are based on merit and objective criteria, in the context of the skills, experience, independence and knowledge, which the Board of Directors as a whole requires in order to be effective.

In identifying suitable candidates for appointment to the Board of Directors, the Nominations/ Internal Governance Committee will consider candidates on merit against objective criteria and with due regards to the benefits of diversity on the Board of Directors, including gender diversity.

The Bank has set an aspirational target to have Members of the under-represented sex make up 33% of the Board of Director’s Non-Executive membership by the end of 2026. The Committee will strive to achieve the desired gender diversity of the Board of Directors, ensuring that all appointments are assessed on merit. The achievement of the above target is subject to the constraints posed by the revised Internal Governance Directive issued by the Central Bank of Cyprus in October 2021, which provides that all Directors are eligible for re-election 3 years following their appointment. As a result, the number of Members of the under-represented sex, Executive or Non-Executive Directors, will necessarily vary from time to time. Considering that the Shareholders have the right to

recommend candidates for the Board of Directors, the Board will ensure that 30% of the nominations (either from shareholders or the Board) will represent the under-represented sex.

## BENEFITS



\* The amount refers to the period 01/01/2021-03/10/2021 as due to the Bank’s re-organisation, on 04/10/2021, the Staff Credit Facilities Department has been transferred to the Retail Unit.

## FAMILY SUPPORT

### MARRIAGE

The Bank grants 2 extra annual leave days as a wedding present for employees getting married.

### LEAVE DONATION BETWEEN EMPLOYEES

As part of our efforts to support our colleagues in difficulties or with serious health or other personal issues (either themselves or members of their immediate family), the Bank runs the “Leave Donation Program”. During 2021, 717 days were donated to this Program from colleagues of all Levels and Divisions and following the necessary assessment, 265 days were donated to 16 colleagues strengthening the sense of solidarity and support amongst our employees.

### DEATH OF RELATIVE LEAVE

In the event of a family member loss, the Bank provides one day paid leave to the employee.

### MATERNITY & PATERNITY LEAVE

Within the context of the ongoing support for new parents - colleagues, the Bank has adopted additional best practices on Maternity and Paternity Leave. The Bank pays to the Employee the total difference between the Social Insurance refund he receives and his gross salary for the Maternity and Paternity absence period.

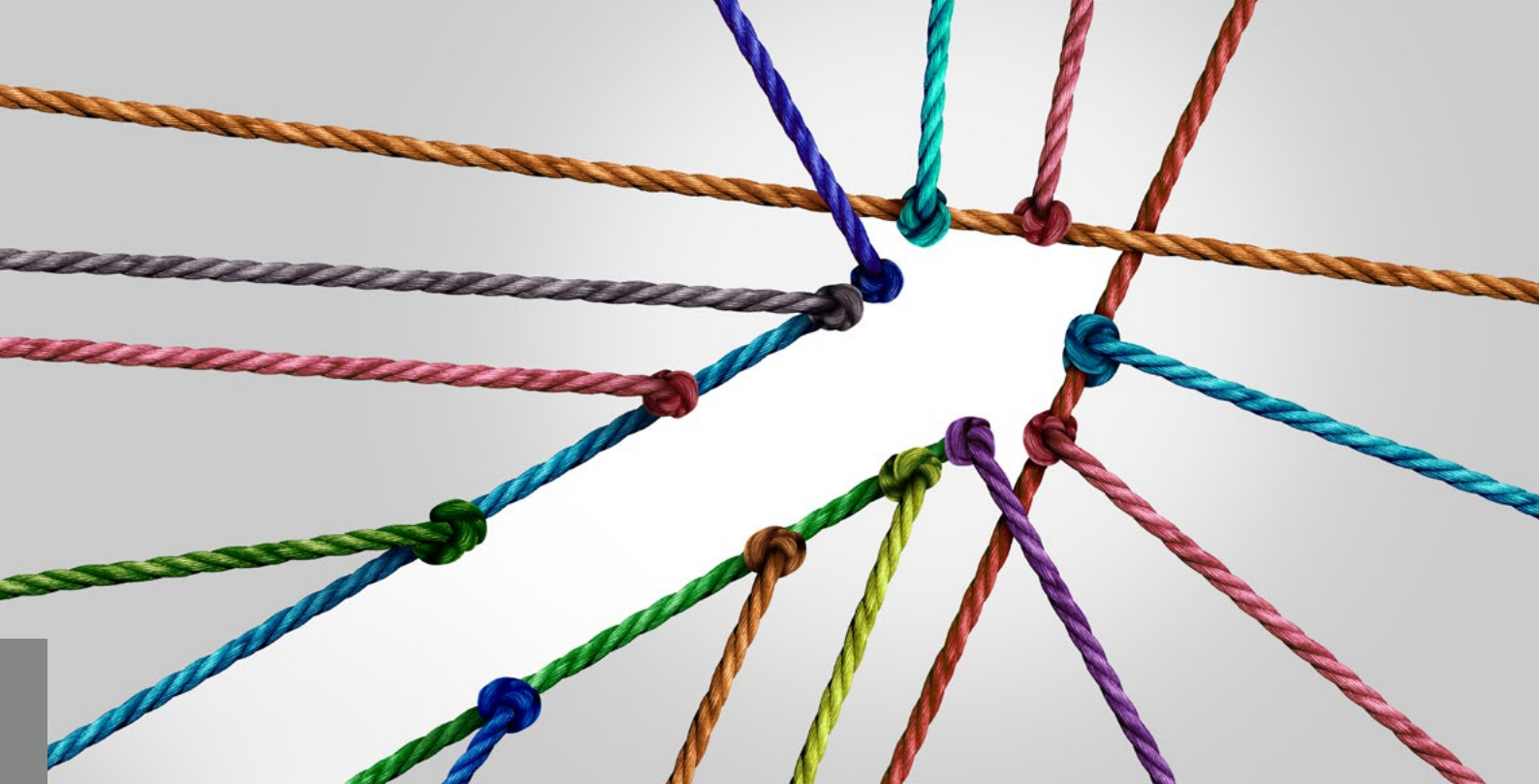
## PARENTAL LEAVE

	ELIGIBLE PARENTS TAKING PARENTAL LEAVE			EMPLOYEES WHO RETURNED TO WORK AFTER PARENTAL LEAVE			RATE OF EMPLOYEES WHO RETURNED TO WORK (%) <sup>1</sup>			PARENTAL LEAVE RETENTION 12 MONTHS AFTER RETURN (no of employees)			PARENTAL LEAVE RETENTION 12 MONTHS AFTER RETURN (% Rate) <sup>2</sup>		
	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
FEMALE	165	462	124	163	459	121	99%	99%	98%	159	420	120	98%	92%	99%
MALE	32	43	39	32	43	39	100%	100%	100%	30	40	27	94%	93%	69%
GRAND TOTAL	197	505	163	195	502	160	99%	99%	98%	189	460	147	97%	92%	92%

$$1) \text{ Return to work rate} = \frac{\text{Total number of employees that did return to work after parental leave}}{\text{Total number of employees due to return to work after taking parental leave}} \times 100$$

$$2) \text{ Retention rate} = \frac{\text{Total number of employees retained 12 months after returning to work following a period of paternal leave}}{\text{Total number of employees returning from paternal leave in the prior reporting period(s)}} \times 100$$





# HEALTH, SAFETY & WELL-BEING

Occupational health and safety (H&S) is of the utmost importance for the Bank. As part of the Bank's responsibilities, the following activities, policies, and processes are implemented:

- The Bank has in place a Health & Safety and Security (H&SS) Department with appointed Health and Safety Officers.
- The Health, Safety and Security Policy approved by the Board of Directors.
- The H&SS risk assessments are carried out on an ongoing basis, as well as on an ad hoc basis, to minimize risks of incidents/accidents.

The Bank is constantly taking measures to promote occupational health and safety, implementing a proactive approach with the aim to prevent accidents. The Bank recognizes, evaluates and controls occupational health and safety risks associated with its activities. Risk assessments are carried out and preventive measures are implemented to minimize the risks.

The Group complies with all relevant legal and other requirements. All accidents and incidents occurring in the Group's premises, are recorded and investigated. If required, necessary preventive measures are implemented to avoid recurrence of the incident/accident.

Ensuring the continuous monitoring of Bank's premises, the H&SS Department conducted 76 H&SS risk assessments in 2021. Additionally, the suggestions and recommendations of the Health & Safety Committees and individual Business Units were considered for further improvements.

In collaboration with relevant Units of the Bank, the H&SS Department ensures that customers, suppliers and visitors are informed about the Group's Policy as well as their obligations with regards to H&SS, including, but not limited to, visible information in public spaces.



KEY PERFORMANCE INDICATOR	ACCIDENT NUMBER	NUMBER OF HRS WORKED	NUMBER OF HRS LOST	INJURY RATE
<b>EMPLOYEES</b>				
<b>MEN</b>				
2021	1	1.908.569	56	0,10
2020	3	1.931.944	196	0,31
2019	4	2.064.452	119	0,39
<b>WOMEN</b>				
2021	8	3.401.561	1.666	0,47
2020	10	3.587.897	1.204	0,56
2019	13	3.742.180	329	0,69
<b>TOTAL</b>				
2021	9	5.310.130	1.722	0,34
2020	13	5.519.841	1.400	0,47
2019	17	5.806.632	448	0,59

The H&SS oversees that all related incidents are reported by Line Managers and conducts relevant and ad hoc risk assessments to review and analyse the current facts, observations and possible outcomes and actions.

At the same time, it ensures that all employees are informed and trained regarding H&SS issues to develop safe work practices, including their individual responsibilities for acting reasonably in accordance with H&SS policies and procedures.

The Group's policy is to promote health and safety at work as well as to encourage the cooperation of all employees. The Group has established Health & Safety Committees to ensure employee participation. These Committees provide a solid channel for the effective communication of health and safety issues to the Bank's management.

The H&SS Annual Plan is reviewed and approved by the Bank's management, whereas all necessary means for its implementation are provided accordingly. Moreover, the Bank's management is regularly updated of H&SS actions and activities.

The Bank ensures the availability of the necessary resources, such as a budget, human resources for H&SS, provision of personal protective equipment, provision of appropriate fire protection equipment and training of personnel on H&SS issues.

H&SS performance is properly monitored and measured whereas targets and objectives are set to minimize accidents/ incidents in the workplace. Proactive actions are implemented to achieve continuous improvement of our performance in this area.

The employees are actively involved in the Group's efforts and are aware of their responsibilities for compliance with the Health, Safety & Security Policy and all the relevant occupational health and safety procedures. Alerts and site visits by the H&SS Department are helping the Bank to create awareness in this area.

ACCIDENTS	2021	2020	2019
<b>Employees</b>			
<b>No of accidents</b>			
MALE			
Non Serious	1	3	4
Serious	0	0	0
<b>Total</b>	<b>1</b>	<b>3</b>	<b>4</b>
FEMALE			
Non Serious	6	10	13
Serious	2	0	0
<b>Total</b>	<b>8</b>	<b>10</b>	<b>13</b>
<b>Number of hours lost due to accidents</b>			
MALE	56	196	119
FEMALE	1.666	1.204	329
<b>Total</b>	<b>1.722</b>	<b>1.400</b>	<b>448</b>
<b>Sickleave days (recordable work-related injury or ill health)</b>			
MALE	8	28	17
FEMALE	232	172	47
<b>Total</b>	<b>240</b>	<b>200</b>	<b>64</b>
<b>Customer Accidents</b>			
No of accidents	14	13	28

## RESPECTING HUMAN RIGHTS

Human rights respect, rooted in the Bank's values, requires continuous and collective work with all involved parties to enhance our practices and promote awareness. The Bank's mechanisms are designed so that all employees are managed in a constructive way. In addition, these mechanisms support appropriate inclusion, do not give rise to unjustified discrimination, and create conditions in the workplace, that encourage and value diversity and promote dignity.

Such mechanisms are essential to the Bank and thus various policies, procedures, and other practices are in place to manage potential grievances, such as the following:

- **Personal Grievance Committee:** Its purpose is to deal with situations concerning labour relations between an employee and the Bank, that affect or that may affect the working conditions of the employee.
- **Code for dealing with harassment in the workplace:** The Bank acknowledges the seriousness of harassment in the workplace and confirms that such conduct is considered unacceptable and unjustified and all necessary actions are taken to ensure it will not be repeated.
- **Code of Business Conduct and Ethics:** This Code defines the standards, principles, values and rules of conduct/behaviour by which all activities of the Group should be governed in all its dealings. This Code is used as a guide in determining key business decisions and actions to help individuals conduct business in an honest, transparent and professional manner and to enable the Group to maintain high cultural and ethical standards.
- **Recruitment Policy & Recruitment of Key Function Holders Policy:** The Policies set the relevant procedure for selecting the most suitable candidates to fill vacant positions (external recruitments), ensuring the principles of transparency, objectivity, equal opportunities, absence

of discrimination of any kind and meritocracy throughout the selection and recruitment process.

- **Whistleblowing Policy:** The Policy defines, in line with the applicable legal and regulatory framework, the guidelines and principles for the reporting and effective management of named or anonymous whistleblowing reports, on matters of concern or suspicion (e.g. serious irregularities/ omissions, unethical or questionable practices, potential or actual breaches of the legal/regulatory framework applicable to the Group, potential or actual breaches of internal policies, standards and procedures).

The Policy and relevant procedure aim to provide for the overall protection of persons reporting breaches or concerns (Reporting Persons/Whistleblowers), including persons concerned and other involved persons, from any form of retaliation, and safeguard that confidentiality and protection of personal data is maintained through the whistleblowing reporting and management process.

The Policy and relevant procedure apply to the Group as a whole, including the Bank and its subsidiaries, and to any person working under the supervision and direction of contractors, subcontractors and suppliers performing services for the Group or on its behalf (relevant information is made available via the Group's website). Reporting Persons may submit whistleblowing reports through:

- The internal reporting channels;
- External reporting channels (i.e. the relevant Competent Authority);
- Public Disclosure.

Reports can be named and anonymous, in writing and verbally, via telephone or through other voice messaging system. Also, upon request by the Reporting Person, reports can be submitted by means of a physical meeting. The Group encourages the submission of internal reporting, in written form.

# HEALTH AND SAFETY POLICY STATEMENT



Hellenic Bank considers occupational Health and Safety (H&S) as a major commitment to our employees, customers, suppliers as well as visitors within our working environment

This Policy Statement represents the following basic principles and goals:

## PRINCIPLES

- To incorporate in our strategies, policies and practices measures which aim for the improvement of H&S performance
- To set and review H&S objectives and goals aligned with our business goals through a documented and holistic approach, and secure the resources and data required to achieve them
- To demonstrate personal leadership for the health and safety of employees, customers and third parties
- To promote an open dialogue with our employees, customers and other interested parties in matters which concern H&S
- To achieve continuous improvement in our management of H&S
- To implement the practices outlined by this Policy in our daily behaviour and decisions
- To exceed, wherever possible, all relevant H&S regulations and other requirements to which the Bank subscribes.

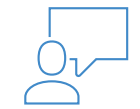
## WE AIM TO

- Provide and maintain a safe working environment, facilities and equipment, and safe systems of work
- Prevent accidents, injury and ill-health at work and minimise H&S risks
- Ensure that H&S is part of the core values of management and leadership teams
- Develop a H&S culture through engagement with our people and enhance awareness of their personal obligations and responsibilities
- Use resources, information, instructions and provide enhanced training to all employees for the effective implementation of the Health and Safety Management System
- Continuously identify, evaluate and control all H&S risks using a hierarchy of controls and ensure that significant risks are managed at the appropriate management level
- Set and review H&S objectives and targets and implement an effective management system in order to minimise risks
- Measure, monitor and review H&S performance at regular intervals
- Ensure that suppliers and contractors deliver services and products according to our H&S criteria and policies
- Integrate measures to promote H&S in our daily operations.

The Health and Safety Policy, which is in line with all the relevant Health and Safety requirements, will be reviewed on a regular basis and updated requirements will be notified to all employees, customers, suppliers, visitors and all interested parties.

Policy authorised by:  
Oliver Gatzke, Chief Executive Officer  
Date: 28 March 2022

# HEALTH AND SAFETY AND COVID-19 PANDEMIC ACTIONS



Constant circulation of COVID-19 communication to all staff

- COVID-19 related developments are followed closely by the designated Bank departments, whereas COVID-19 topic is regularly on the agenda of the Management Board. The Bank always aims to be compliant with the government requirements/guidelines issued, with staff kept well informed via Alerts and HUB News.
- For COVID-19 consultation and guidance, the Bank cooperates with a professional epidemiologist and has appointed an occupational doctor for further enhancing health monitoring in the Bank.
- In the COVID-19 Incident Handling Framework the process of managing and communicating COVID-19 cases within the Bank is recorded. This framework is updated at regular intervals to comply with the instructions/protocols announced by the government authorities, involving our consultant epidemiologist as deemed necessary.
- Specialized and ad hoc disinfections are carried out in accordance with government instructions and/or as per our COVID-19 Incident Handling Framework.
- Adhesive signs are posted at branches and buildings, for personal and public hygiene & protection, such as floor guide-signage for the 2 meters social distance, maximum number of persons permitted in the premises and notices for SafePass checks (whenever applicable).
- Electronic communication is encouraged via teleconferences (e.g. Microsoft Teams, conference calls, e-mails) with colleagues, customers and external associates and all unnecessary movement within and in between its buildings is avoided.
- Customers are encouraged to use Bank's digital channels, ATMs and cards.
- The Bank has introduced a Remote Working Policy with the aim to provide a framework for the successful implementation of remote working practices even after the end of the pandemic, whereas secured electronic access to employees for "remote working" and access to systems has been provided, all to the possible extend.
- Additional security services were assigned to enhance entrance control measures.



## WELL BEING AND TEAM-BUILDING

### Flexibility – Remote Working

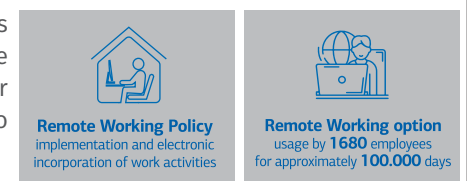
The Bank acknowledges the importance of following market trends in helping employees to maintain a healthy work-life balance. This refers to employees being able to devote time to their families and their mental/physical health, along with going the extra mile for their career. As Covid-19 was spreading in Cyprus, flexibility at work was promoted in order to safeguard social distancing

### Annual Staff Christmas Video

For another year we kept the "tradition" for creating a Staff Christmas Video. The process of producing the video was completely different from last year. The employees had the opportunity to be involved from the early stages of the preparation of this video through sharing suggested lyrics, which were used to write the song 'Γλυκιές Ευχές (Sweet Wishes)'. A professional associate producer wrote the music and curated the production. For the creation of the video, we identified colleagues with musical knowledge where together with professionals in the field, we recorded the song. Through the employees' lyrics and wishes, we sent messages of hope, optimism, and positivity in and out of the organisation!

### Shooting (Sporting) Championship 2021 for all Banks in Cyprus

Hellenic Bank Shooting team participated in the Shooting (Sporting) Championship 2021 for all Commercial Banks in Cyprus. The championship is divided into four categories depending on the shooting skills of each shooter (score). Shooters from all Cyprus commercial banks participate in all categories. The Hellenic Bank Shooting team participates voluntarily in the championship and on their own initiative they conduct also relevant trainings in their personal time.





# LEARNING AND DEVELOPMENT

The importance of this sustainability aspect relates to the contribution of training in the strategic objectives of the Group. The development of knowledge and skills of employees is important in areas which are linked to the strategy, vision, and values of our Bank, as well as in areas which are directly related to employee's duties and responsibilities.

Training contributes to the development of employees' performance and thus the increase in overall productivity. It assists the facilitation of employees to better adapt in a changing environment and to meet new challenges. It additionally leads to the enhancement of a culture of continuous learning and of personal and professional development.

A Training Plan is prepared on an annual basis in cooperation with the Chiefs/Heads which is based on the specific training needs of each Division and the strategic priorities.

To support our growth culture and meet the learning needs of our employees, we offer a diverse range of learning and development opportunities. We believe learning and development can be more than the traditional formal/structured form of training and our learning philosophy focuses on promoting a culture of continuous and targeted development.

Due to the COVID-19 outbreak, most of the courses were delivered virtually, in the past 2 years, mainly through webinars, with both internal and external trainers, and the use of other electronic platforms.

Learning & Development placed emphasis on subjects linked to strategic objectives, mainly through courses on skill development, credit, and technology, as well as trainings related to the enhancement of a compliance and risk culture.



## HB Skills Development Lab

Skill development courses include subjects on Customer Experience, Professional Telephone Communication, Enhancing Selling Skills, and Management/Leadership Skills. These courses were either designed and delivered internally or in collaboration with external associates.



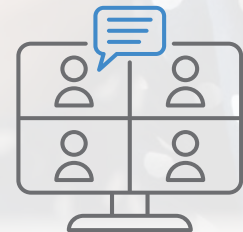
## E-Learning

New eLearning courses and initiatives were addressed to all employees on regulatory subjects, including Conflicts of Interest (Refresher), Operational Risks Awareness, Market Abuse, Anti-Money Laundering (Refresher) and Data Protection (GDPR) (Refresher). Additionally, eLearning courses on Physical Security & Protection Measures and Introduction to Sustainability were conducted.



## Credit Academy

Courses were delivered with both internal and external trainers in the areas of Financial Statements and other Credit related issues. Our collaboration with Moody's Learning Solutions for Credit related eLearning courses was extended in 2021 with emphasis on (1) Retail Lending and (2) Primary Elements of Business Lending, aiming to enhance the business acumen of Retail Credit Officers.



## Training on subjects linked to the Insurance Distribution Directive

Insurance Product related seminars were delivered to employees eligible to sell insurance products, in view of the Insurance Distribution Directive.

### AVERAGE TRAINING HOURS:

#### BY GENDER

	2021	2020	2019
MALE	23,0	16,3	22,3
FEMALE	23,2	16,2	21,1
TOTAL	23,0	16,2	21,5

#### BY EMPLOYEE LEVEL

	2021	2020	2019
PERMANENT	21,1	15,4	22
TEMPORARY	25,8	14,7	18,5

### HELLENIC BANK TRAINING ACADEMIES

#### HB SKILLS DEVELOPMENT LAB



50  
courses  
804  
participations

#### HB CREDIT ACADEMY



12  
courses  
103  
participations

### METHODS OF TRAINING

#### CLASSROOM/WEBINAR TRAININGS



563  
courses  
9.644  
participations

#### E-LEARNING



10  
new courses  
18.940  
completions



# ENVIRONMENT OUR ACTION PLAN FOR THE FUTURE

ISSUE	ACTIONS AND TARGETS	RELEVANT SDGS	PROGRESS
Internal Environmental, Energy and Waste management	<ul style="list-style-type: none"> <li>Include ex-CCB buildings and branches in the EnMS (ISO 50001) by end-2021</li> <li>Complete Energy Audits of all facilities of the Group by the end of 2022</li> </ul>		
Environmental Social criteria into Investment	<ul style="list-style-type: none"> <li>To continue financing projects in line with E&amp;S criteria and the credit policy of the Bank</li> <li>Introduce green products for eco friendly cars, &amp; energy efficient houses (new houses &amp; house upgrades) by the end of 2022</li> <li>Implement Action Plan to manage climate-related and environmental risks based on ECB guidelines and expectations</li> </ul>		



## OUR PERFORMANCE ENVIRONMENT

- Internal Environmental, Energy and Waste management
- Environmental/Social Considerations into Investment
- Supplier Environmental/Social Assessment



# INTERNAL ENVIRONMENTAL, ENERGY AND WASTE MANAGEMENT

At Hellenic Bank we acknowledge that the environment is undergoing climate change and modern organisations have an obligation to help address this threat, considering the environmental and energy challenges our country and the planet faces due to climate change.

We recognize environmental protection and energy saving are important both to economic and social growth. Our activities impact the environment directly, mainly through the use of our buildings (e.g. fuel for heating, electricity for cooling), use of own cars and the use of technology (IT systems). Indirectly, we impact the environment mainly through our use of energy in our operations, our business travel (planes, taxis and employees' cars), procurement in our supply chain, and our lending portfolio. Therefore, we are committed to reduce our impact and work closely with clients, staff, suppliers and other stakeholders, to use practices that reduce our ecological footprint and contribute to the protection of the environment by saving our natural resources.

Our Environmental and Energy Management Policy, describes how we are managing our environmental impacts in order to mitigate our environmental footprint from our operations. Our aim is to encourage sustainable growth, environmental awareness and maximize our energy efficiency.

## OUR ENVIRONMENTAL AND ENERGY POLICY, WHICH IS COMMUNICATED TO ALL EMPLOYEES, IS BASED ON THE FOLLOWING BASIC PRINCIPLES AND GOALS:

- Improve our environmental efforts to reduce waste, to save energy, resources and water, reduce petrol consumption and use products that are less hazardous to the environment.
- Support the purchase of energy-efficient products and services.
- Provide for the most energy-efficient design of premises, equipment, systems and processes of the Group.
- Engage all staff members to ensure their environmental awareness and involvement.
- Promote electronic banking, work towards a paperless office and reduce hard copy archiving.

- Request suppliers to deliver services and products complying to our environmental and energy goals.
- Promote/sponsor events of environmental and energy nature.
- Engage in an open and positive dialogue with customers, staff, authorities, suppliers, organisations and everyone interested in environmental and energy management matters.

In 2021 we continued amongst others with the following actions:

- Implementation of energy and paper saving systems.
- Maintenance of the ISO 50001 EnMS certification for the operations of the Group in Cyprus. During 2021 we have also integrated the ex-CCB buildings and activities in the scope of ISO 50001. The certification was successfully completed in March 2022.
- Creation of energy friendly branches.
- Active participation in environmental and voluntary actions, such as Let's Do It Cyprus and tree-planting.
- Long-standing cooperation with Ecological Schools, aimed at raising environmental awareness amongst students.





# ENVIRONMENTAL AND ENERGY MANAGEMENT POLICY

At Hellenic Bank (Group), taking into account the environmental and energy challenges that our country faces due to climate changes, we recognize our responsibility to protect the environment in saving natural resources and reducing our ecological footprint.

The policy of the Energy Management System of the Group has been developed according to the provisions of standard ISO 50001:2018. Its scope covers all the activities and premises of the Group in Cyprus.

Additionally, we recognize that environmental protection and energy saving are important to both economic and social growth. We want to encourage viable growth, environmental awareness and maximize our energy efficiency.

Our Policy is based on the following basic principles, goals and commitments:

## PRINCIPLES

- To incorporate in our strategies, policies and practices, measures aiming on the improvement and energy performance, by applying this policy in our daily operation and the choices we make.
- To abide, to all relevant and other legislation which relates to environmental and energy management.
- To demonstrate leadership and commitment in energy and environmental management matters.
- To achieve continuous improvement in our environmental and energy performance via providing a framework for setting and reviewing objectives and energy targets.
- To set and review objectives and goals, through a documented and holistic approach, and secure the resources and data required to achieve them.

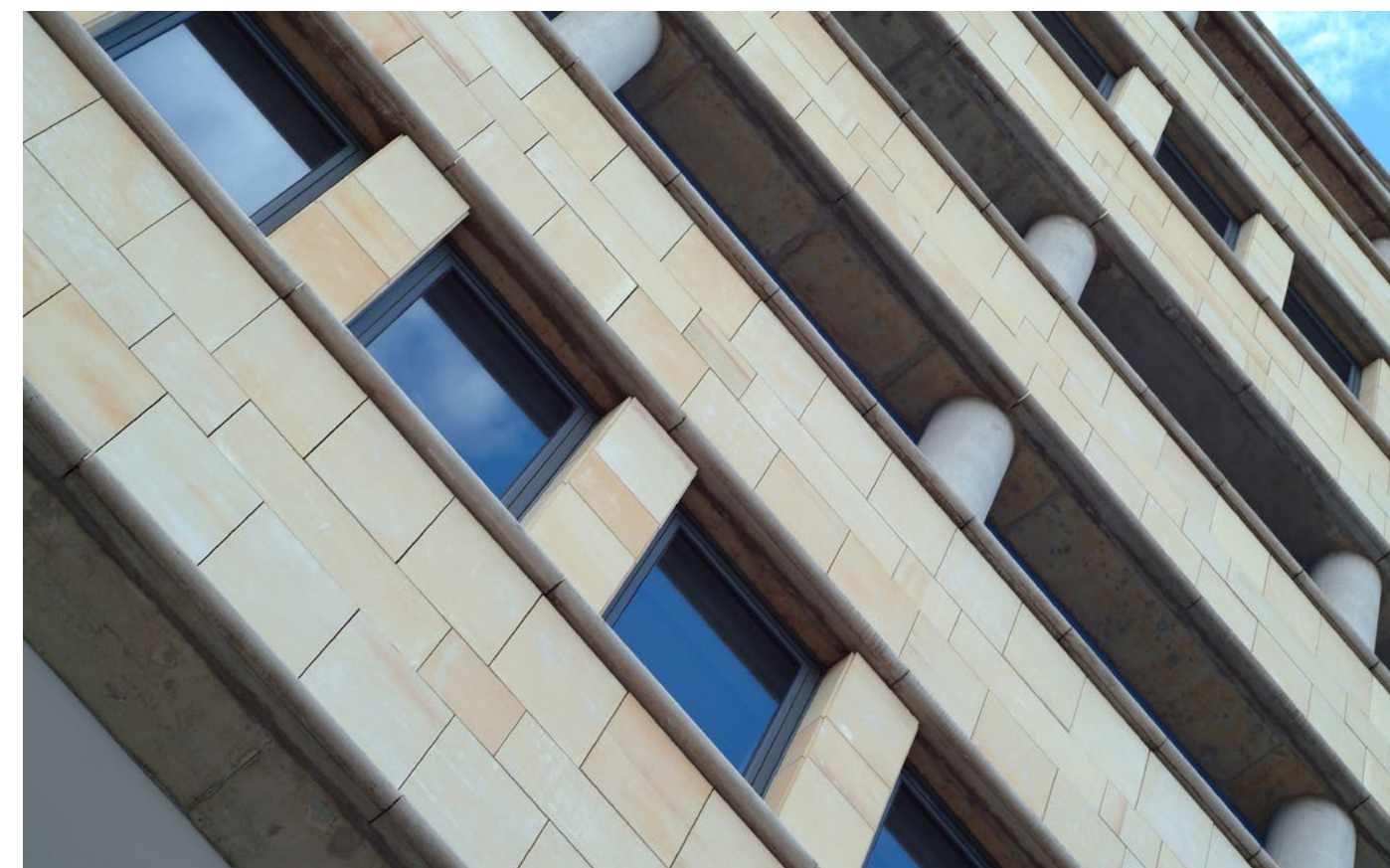
## WE AIM TO

- Improve our efforts to reduce waste, to save energy, resources and water, reduce petrol consumption and use of products that are less hazardous to the environment.
- Support the purchase of energy-efficient products and services, to increase the efficiency of the Group's energy design.
- Engage all staff members in energy and environment management matters.
- Promote electronic banking and work towards a paperless office.
- Understand the internal and external issues that can negatively or positively influence the energy and environmental performance of the Group, the achievement of the Group's goals and our stakeholders needs and expectations.
- Understand, assess and mitigate risks and take advantage of opportunities affecting the Group's energy and environmental performance.
- Engage in an open and positive dialogue with customers, staff, authorities, associates, suppliers, organizations and everyone interested in environmental and energy management matters.

Policy authorised by:  
*Oliver Gatzke*  
Chief Executive Officer

## WHAT WE HAVE DONE

- Achieved Certification with the international standard ISO 50001 Energy Management System, becoming the first organisation in Cyprus to be awarded with this certification.
- Successfully transitioned to the new international standard ISO 50001: 2018 Energy Management System, based on the new requirements of ISO 50001 in October 2020.
- Established an energy management team across the Group.
- Reduction of our energy consumption by 16% (kWh/m<sup>2</sup>), CO<sub>2</sub> emissions by 16% and electricity cost by 52% (between 2012 as the baseline year and 2020). It has to be noted that the energy baseline has been revised to be the performance of the Group during the year 2020 reflecting changes in the Group mainly because of the onboarding of the Ex- CCB activities. During 2021 there was an increase in electricity consumption in reference to the new baseline year 2020 (10.9% kWh/m<sup>2</sup>) mainly because of the Covid- 19 measures.
- Energy audits for Hellenic Bank Buildings and transportation means.
- All new and/or renovated branches and offices are designed with energy saving specifications established by the Group. Examples are energy efficient equipment, facility energy upgrades (e.g. double glazing, insulated walls). The Group has renovated several buildings/shops to be more energy efficient. In addition it has invested in the replacement of new energy efficient lighting in another 5 buildings.
- Evaluation parameters and selection criteria are used to evaluate the proposals regarding the offered services/ equipment/machines.
- Have implemented technology to assist in reducing printing and proper use of paper promoting reuse of paper and duplex printing.
- Have implemented a training program which includes modules in energy management. In 2021 and early 2022, we have trained 122 employees in Energy Management.
- All newly recruited employees are informed regarding the energy management matters, through an induction training course.
- We have installed photovoltaics on roof tops of 4 buildings and produced 61.200 kWh of renewable energy in 2021.
- The Group has implemented a procedure for the assessment and identification of the energy users. Through the procedures the following areas have been identified as the most significant in reference to energy usage: a) Lighting, b) Heating/cooling/ fresh air and ventilation, c) Servers/data rooms, d) Personal computers and other electrical appliances.





## ENERGY MANAGEMENT

Hellenic Bank, in the context of its wider environmental culture and actions, plays a pioneering role in the field of energy management. The Group acknowledges that the implementation of an effective Energy Management System (EnMS), contributes to the reduction of its impact on the global greenhouse effect as well as to the overall protection of the environment. Seven years ago, as part of its EnMS, the Group has established an energy management policy. This policy assisted the Group to reduce its energy consumption by 16% (kWh/m<sup>2</sup>), its CO<sub>2</sub> emissions 16% and its electricity cost by 52% (between 2012 as the baseline year and 2020).

Since 2015, the Group has been certified with the international standard ISO 50001: 2011 Energy Management System becoming the first organisation in Cyprus to be awarded with this certification. We have now successfully achieved certification with the new ISO 50001:2018, in October 2020. Currently, the EnMS is implemented across the Hellenic Bank Group, including the properties that belong to the ex CCB group that were incorporated in the system in 2021.

The Group has the following priorities in reference to its energy performance:

- Reduce the energy consumption from electricity consumption.
- Reduce the energy consumption from vehicle fuel.
- Reduce CO<sub>2</sub> emissions from its operations.
- Improve the employee culture in reference to the energy consumption.

During this period the Group has also implemented a training program to aid the implementation of the energy management system. The program was attended by the Group Energy Committee members, the Regional Energy Committee members, representatives from the Group Technical services and the large building responsible persons.

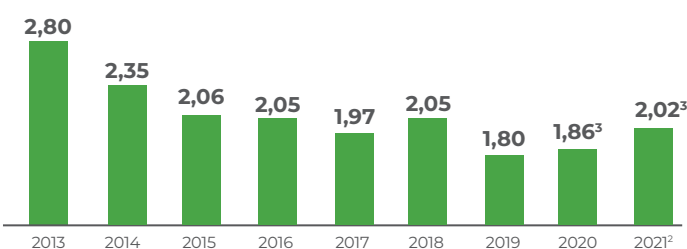
The Integration of the acquired ex-CCB business has affected the Bank's efforts for energy management.

The reduction in energy consumption of 16% kWh/m<sup>2</sup> was less than the target of 25% set for 2012-2020. Also, based on the new baseline (year 2020) the Group has seen an increase in electricity consumption. These increases were mainly due to:

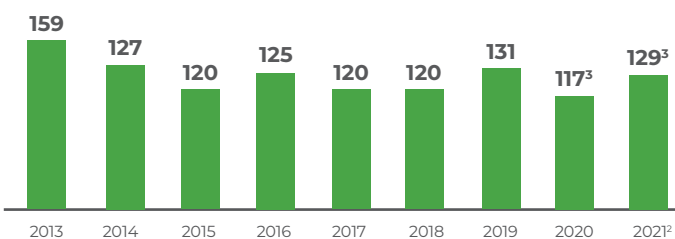
- 1) Increased staff numbers in the Bank's buildings primarily following the onboarding of ex-CCB staff.
- 2) The air conditioning systems, heating, fresh air and ventilation of the Bank's buildings were operating on a 24/7 basis with open windows, as required by the authorities due to the pandemic. After September 2021 the air conditioning systems are switched off after normal working hrs, whereas fresh air and ventilation systems are operating on a 12 hr daily schedule.

Regarding COVID-19, the Bank fully supports all actions for the benefit of its clients and employees which are considered a priority due to the current developments and accepts that the energy consumption is unavoidably expected to be considerably increased. The Bank monitors the energy consumption and following the lifting of the COVID-19 measures shall set new targets for the coming periods.

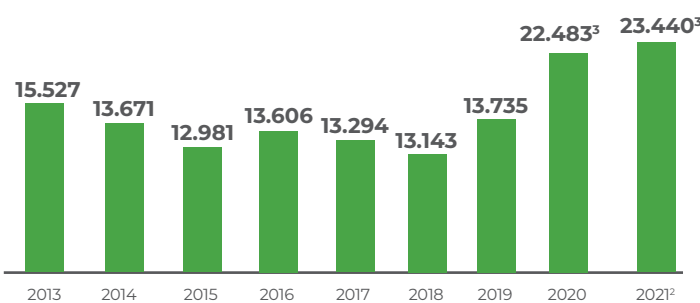
## ELECTRICITY CONSUMPTION (kWh/Man hr<sup>1</sup>)



## ELECTRICITY CONSUMPTION (kWh/m<sup>2</sup>)



## CO<sub>2</sub> EMISSIONS FROM ELECTRICITY CONSUMPTION (TON CO<sub>2</sub>)

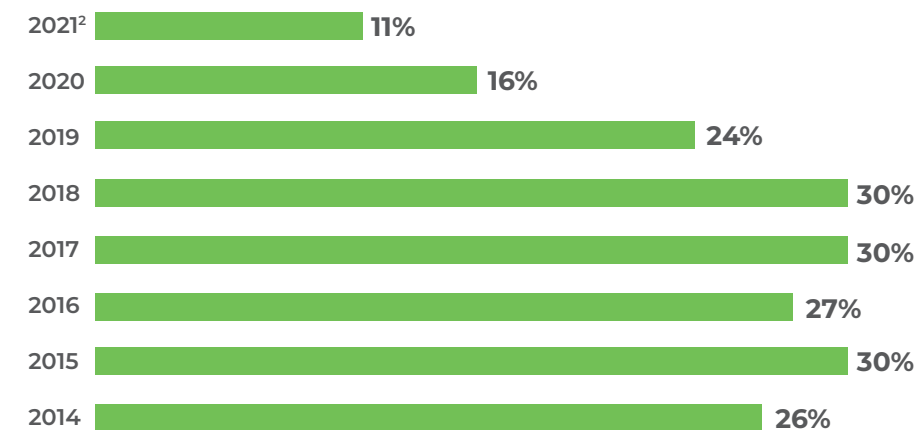


1) Does not include overtime. Only former Hellenic Bank employees are included in the estimate.  
 2) Baseline year for 2021 is the consumption during the year 2020 (that includes ex-CCB buildings).  
 3) Includes ex-CCB buildings and all HB employees.  
 4) Data for 2021 includes ex-CCB buildings. Data for 2018-2020 does not include ex-CCB buildings.

## GREENHOUSE GAS EMISSIONS

	TOTAL TONS CO <sub>2</sub>	
	2021	2020
<b>SCOPE 1 EMISSIONS</b>		
DIRECT CO <sub>2</sub> EMISSIONS FUEL CONSUMPTION FOR HEATING/HOT WATER	23	18
DIRECT CO <sub>2</sub> EMISSIONS BUSINESS TRAVEL FROM OWNED/LEASED VEHICLES	Not Available	Not Available
<b>SCOPE 2 EMISSIONS</b>		
INDIRECT CO <sub>2</sub> EMISSIONS FROM ELECTRICITY ENERGY CONSUMPTION	23.440	22.483
<b>SCOPE 3 EMISSIONS</b>		
INDIRECT CO <sub>2</sub> EMISSIONS FROM EMPLOYEE BUSINESS TRAVEL BY PLANES, TAXI ETC.	Not Available	Not Available
INDIRECT CO <sub>2</sub> EMISSIONS FROM EMPLOYEE BUSINESS TRAVEL ON OWNED VEHICLES	Not Available	Not Available

## % ELECTRICITY CONSUMPTION (BASELINE: 2012) (kWh/m<sup>2</sup>)



## ENERGY CONSUMPTION<sup>4</sup>

	UNIT	2021	2020	2019	2018	2017	2016
TOTAL ENERGY CONSUMPTION	Giga Joules	44.803	29.491	27.028	25.679	25.943	25.873
ELECTRICITY CONSUMPTION	kWh	10.934.138	6.837.402	6.406.706	6.130.594	6.200.914	6.379.076
DIESEL FOR HEATING/HOT WATER	lt	76.947	61.400	39.150	27.639	27.701	26.062
OWNED/LEASED VEHICLES-DIESEL	lt	30.876	29.724	29.979	31.311	26.488	20.147
OWNED/LEASED VEHICLES-PETROL	lt	49.300	50.494	40.885	41.229	52.851	39.420
SPACE NORMALIZED ENERGY CONSUMPTION (PER m <sup>2</sup> )	Giga Joules/m <sup>2</sup>	0,53	0,62	0,56	0,50	0,50	0,51
NUMBER OF EMPLOYEES NORMALIZED ELECTRICITY CONSUMPTION (kWh/man hrs)	kWh/Man hrs	2,09	2,04	1,80	2,05	1,97	2,05





## ENERGY MANAGEMENT SYSTEM

EnMS and its successful implementation, depends mostly on the awareness, contribution and the engagement of all personnel, providing a systematic approach towards the continuous improvement of the Group's energy performance. As a result of the implementation of the EnMS, the Group's significant energy uses have been identified, energy consumption is systematically recorded, monitored and measures are being implemented.

Meanwhile, energy performance is continually assessed, energy targets and objectives are set and monitored, and action plans are in place to reduce energy consumption and emissions.

The continual implementation of rational and prudent energy management practices, provides significant benefits, such as reducing energy consumption and cost, as well as promoting an environmentally friendly culture, making our Group stand out.

The continual improvement of our energy performance, is achieved by increasing energy efficiency in our premises and finding more efficient ways to utilize our buildings.

In our effort to make our premises more energy efficient, we have also conducted Energy Audits to identify areas of improvement and undertake relevant measures to reduce our energy footprint. We are confident that by implementing these

measures, we will further decrease our energy consumption and our emissions footprint. The Energy Audits are also a requirement by the EU Energy Efficiency Directive. Currently the Group is in process of updating the Energy Audits.

During the design of the new and/ or renovated branches and offices, energy parameters are also considered. Examples are energy efficient equipment, facility energy upgrades (e.g. double glazing, insulated walls), and other opportunities which aim to improve the Group's energy performance and operational control.

The Group has set specifications for assessing the purchase/ renting of new buildings/shops for housing units, the purchase of new equipment/machines, the purchase/ renting of existing buildings/premises or renovating the existing buildings/premises to ensure the most suitable energy choices are made.

Furthermore, as the Group pursues the most cost-effective and energy efficient products/services for its operations, it has determined evaluation parameters and selection criteria, which are used to evaluate the proposals regarding the offered services/equipment/machines.

## ORGANISATIONAL CHART OF THE ENERGY MANAGEMENT TEAM

GROUP ENERGY COMMITTEE

GROUP ENERGY REPRESENTATIVE

ENERGY MANAGER

COMMITTEE MEMBERS

NICOSIA LARGE BUILDING COMMITTEE

NICOSIA REGIONAL ENERGY COMMITTEE

LIMASSOL REGIONAL ENERGY COMMITTEE

LARNACA AND FAMAGUSTA REGIONAL ENERGY COMMITTEE

PAPHOS REGIONAL ENERGY COMMITTEE

For the successful implementation of the EnMS, the following energy management governance structure is implemented across the Group:

- Group Energy Representative has the overall responsibility for the EnMS.
- Energy Manager has the operational and technical responsibility for the implementation of the EnMS.
- Group Energy Committee: this committee approves the energy strategy of the Group, sets the energy targets, provides the necessary resources to meet energy targets, and oversees the effective implementation of the EnMS.
- District Energy Committees: assist in the effective implementation of the EnMS, communicate the policies across the Group and promote energy culture.

Furthermore, the following actions and policies were implemented:

- Target setting and providing the necessary resources to meet energy targets by investing in the best available practices and using more energy efficient products and services.
- The Group has an annual training program which includes training programs for the employees with responsibilities about the EnMS (Group Energy Committee, Regional Committees, Technical Services, etc) modules in energy management. The Group also ensures all newly recruited employees are informed regarding the energy management matters, through an induction training course.
- The Group informs personnel regarding energy management matters, through defined mechanisms (e.g. internal

## OUR ENMS JOURNEY

2013

The Group established an energy management policy

2014

Decision to implement an EnMS and achieve certification according to ISO 50001

2015

Certified with the international standard ISO 50001:2011 Energy Management System, becoming the first organisation in Cyprus to be awarded with this certification

2016

Certified with Green Key (Head Office), Green Offices (24 branches & Offices)

2017

Energy Management system recertified with ISO 50001

2018

Energy Audits to all Hellenic Bank Premises and Energy Audits to transportation

2019

Reduction of energy consumption by almost 24% (kWh/m<sup>2</sup>), its CO<sub>2</sub> emissions over 20% and its electricity cost by almost 46%, between 2012-2019

2020

Transition to the new international standard ISO50001: 2018 Energy Management System, Reduction of energy consumption by 15,6% (kWh/m<sup>2</sup>), CO<sub>2</sub> emissions by 15,9% and electricity cost by 51,7%, between 2012-2020

2021

The group has successfully integrated the Ex-CCB buildings to the ISO 50001 certification

communication line), and for matters associated with energy performance such as the Energy policy of the Group, as well as the Group's results against energy goals and set targets etc. Documents associated with the Energy Management System are posted on the Group's portal.

- The Group informs external stakeholders about energy management matters through communication with suppliers and/or subcontractors, clients, relevant authorities and the media.

## WASTE MANAGEMENT

A major consideration of the Group is the proper waste management that is derived from its operations. The Group aims for the minimization of waste and takes measures to achieve it. The following actions are examples of our initiatives in this area:

- Promoting environmental culture through communication initiatives.
- Collaboration with external licensed contractors (by the Department of Environment Service), who collect certain waste streams such as lamps, IT equipment, plastic, etc.
- Recycling of paper.

## RECYCLING OF LAMPS

The Group, as part of its energy management practices, invests in energy efficient technology. For example, LED lamps with high life expectancy are used in the Group's facilities. All damaged/ burned lamps are collected by licensed collectors/ recyclers, to properly manage and dispose the waste.

## WASTE MANAGEMENT

NUMBER OF ITEMS	2021	2020	2019	2018
PC	82	320	199	124
MONITORS	12	12	59	60
CASH MACHINES	0	0	9	5
FAX	2	8	4	8
RBS PRINTERS	1	14	9	13
LASER PRINTERS	19	44	26	34
COPIERS	4	2	10	3
SERVERS	15	18	22	62
UPS	1	1		
SCANNERS	0	3		

**Total kg**  
2021 2020 2019 2018

## HAZARDOUS WASTE

BATTERIES AND ACCUMULATORS	820	755	895	692
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COPY PAPER CONSUMPTION PER EMPLOYEE	38	46	53	57*
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\*Consumption for 2018 adjusted to reflect the onboarding employees of ex-CCB

## HAZARDOUS SOLID WASTE

Hazardous solid waste is generated mostly from office operations such as printing machine toners and batteries. For this waste stream, a licensed collector/ recycler who gathers hazardous waste, was appointed as an external contractor to process the waste.

Moreover, we are implementing strategies to minimize waste from our operations. In the following tables we present the waste management data from different waste streams.

## PAPER CONSUMPTION

The Group is continuously trying to minimize paper consumption in efforts to conserve natural resources.

The Group is therefore implementing the following actions:

- Technology to assist in reducing printing and proper use of paper.
- Measures to enhance employees' awareness and environmental culture.
- Promoting reuse of paper and duplex printing.
- Training all employees on environmental issues.

Our aim is also to reduce our consumption of the materials we use, such as cleaning chemicals.





# ENVIRONMENTAL / SOCIAL CONSIDERATIONS INTO INVESTMENT

## MANAGEMENT OF CLIMATE-RELATED RISK

Regarding the management of climate-related and environmental ('CE') risks, the ESG department leads and coordinates the implementation of the Action Plan for CE risks, which was developed to address ECB expectations on CE risks, as documented in the "Guide on climate-related and environmental risks" published in November 2020.

The ESG department coordinates the following relevant departments: Credit Risk, Investment, Market & Liquidity Risk Unit ('IMLRU'), Operational and Emerging Risk Management ('ORM'), Enterprise Risk Management & Governance ('ERMG'), Risk Strategy & Analytics ('RSA'), Strategy, Data and Analytics.

Two Board level committees demonstrate the commitment of the Bank ESG at the highest possible level:

- Board Risk Management committee monitors ESG risk through the semi-annual submission and discussion of the Bank's ESG Action Plan. While reviewing relevant strategy/policies, the committee assesses whether ESG risk considerations are taken into account. It also ensures that ESG risk is adequately managed through the Bank's Risk Appetite Framework and through embedding ESG-related matters within the relevant risk frameworks.
- The Board's Nominations / Internal Governance Committee has the overall responsibility for the development and implementation of the Bank's ESG strategy with the aim of a positive impact on the stakeholders, the environment, and the society in general. The committee also supports the BOD in overseeing and challenging actions related to it. The Committee reviews and recommends for approval by the BoD the Annual ESG Impact Report.

“ We assess Environmental and Social (E&S) risks as part of our decision making ”

The ECB expectations were analysed and discussed with the relevant units and the Bank compiled a detailed action plan with concrete actions on a number of areas ranging from strategy and disclosure to credit risk assessment and stress testing. The Action Plan, which was updated in early 2022 after a process involving all relevant parties, sets the Bank's roadmap for integrating CE risks in the Bank's overall risk framework and business strategy and identifies dynamic projects to address all ECB expectations, scheduled to be implemented in the medium term horizon.

The Bank has a procedure for the management and continuous monitoring of the environmental and social risks associated with the financing of corporate client activities and facilities and the promotion of best environmental and social business practices among the Bank's corporate clients.

We assess Environmental and Social (E&S) risks as part of our decision making.

Loan applications are rejected in case of significant E&S risks and the beneficiary is unable or unwilling to mitigate the risks. The application is approved from an E&S risk perspective,

if E&S risks are acceptable and/or the beneficiary agrees to the E&S risk control measures. Additional conditions are also included in the loan agreement in order to include mitigating actions. The Action Plan for the implementation of Climate Environmental risks will further enhance this process throughout the Bank's procedures.

## MONITORING – ANNUAL REVIEW

Monitoring of the loans for E&S risks are part of the annual loan review since these may change during the lifetime of the loan. There are two areas to consider when monitoring E&S risks.

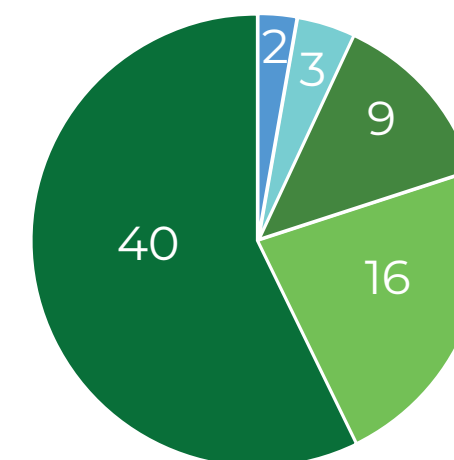
- Events or changes that could present new or increased E&S risks (changes in their business or activities, any regulatory investigations, fines, adverse media reports and accidents that cause significant damage to environment or human health and safety).

- The beneficiary's progress in implementing the agreed E&S risk control measures. Credit facilities can be terminated in cases containing E&S risk conditions which are not being met.

# 70

## FINANCING CASES FOR ENVIRONMENTAL AND SOCIAL IMPROVEMENTS IN 2021

- WASTE MANAGEMENT
- HEALTH CARE
- SUSTAINABLE FISHERIES/FORESTRY/FARMING
- EDUCATION
- RENEWABLE ENERGY



## ESG LENDING

### LOANS WITH ENVIRONMENTAL AND SOCIAL IMPACT

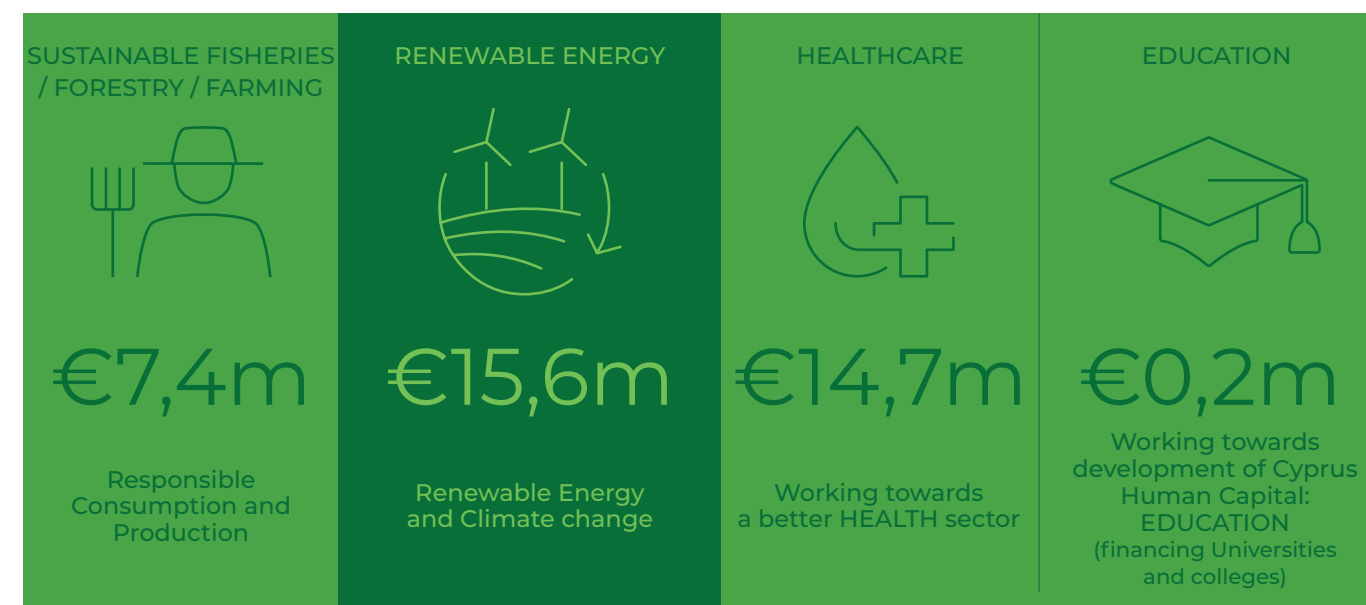
By providing credit, the Bank contributes positively in various industries with a positive environmental and social impact such as: Education, Health, Renewable energy.

During 2021 the following loans were given to the following industries:

# 160

CASES TOTALING

€154 m ASSESSED FOR E&S RISKS IN 2021





# SUPPORTING RENEWABLE ENERGY PROJECTS



## ORITES WIND FARM

As part of our goal to increase our support for renewable energy projects, in 2020 the Bank provided financing of c.€98m for the acquisition of the Orites Wind Farm in Paphos by Ancala Partners LLP.

Orites Wind farm is the largest windfarm in Cyprus and is a landmark project as it was first of its kind in the country. It is an 82MW operational onshore wind farm, located in the mountainous Orites area of Kouklia on a site spread of over 16 km<sup>2</sup>. The project commenced operations in 2011 and comprises 41 Vestas V90-2MW wind turbines. It has been producing on average 113GWh per annum which is enough to supply electricity power to over 15.000 households. Orites Wind Farm is the largest renewable energy generator in Cyprus and is a landmark asset in the country by being the first of its kind. It is considered of strategic importance to Cyprus as it contributes a percentage of around 5% of the national electricity generation and 25% of its renewable energy generation. The project is also pivotal for Cyprus' National Renewable Action Plan (NREAP) as it contributes significantly for its climate and energy commitment targets.

The wind farm produces electricity out of 100% renewable sources (wind), therefore it benefits the environment through a significant reduction in CO<sub>2</sub> emissions being produced had this electricity was otherwise generated through conventional methods. As per estimations, there are over 90.000 tons of carbon emissions being avoided<sup>1</sup>.

Orites Wind Farm is owned by funds managed by Ancala Partners LLP, an independent infrastructure investment manager focused on delivering enhanced returns on mid-market European infrastructure assets which include amongst other renewable energy projects.

1. <https://www.irena.org/climatechange/Avoided-Emissions-Calculator>



c. €98m of financing for the largest Windfarm in Cyprus

Over 90.000 Tons of CO<sub>2</sub> emissions being avoided

Supply of electricity to over 15.000 households



Over €125m of Renewable Energy financing provided in the period 2019-21 ”



## KERASI (FOTOVOLTAIKA) LTD

In 2021, the Bank provided financing for the construction and development of 3 Photovoltaic ('PV') Parks in Milia village, Paphos, with total capacity of 7.65MW to participate in the Intermediary Market of the New Liberalized Electricity Market. The PV Parks will be developed over 9 plots of land owned by an affiliate company, with an overall cost estimated at €7.2m.

The owner of the project is A. KERASI (FOTOVOLTAIKA) LTD, a Cyprus registered company with main activities being the investments in renewable energy. Engineering Procurement and Construction ('EPC') and Operation & Maintenance contractors is ARC Construction PLC, a company duly registered in Greece, which is an established group in the solar development since 2011 and who have completed a significant volume of solar projects both in Cyprus and Greece.

The new project adopts the ESG initiative and meets the strategic targets of the Bank for diversification, sustainable financing, mitigation of climate and environmental risk, compliance with new EBA regulations for green financing. In addition, this project is another steppingstone towards meeting Cyprus' Generation Capacity/Energy Consumption and the National Renewable Action Plan (NREAP) targets under the EU Directives by year 2026 for: 20% reduction in EU greenhouse gas emissions compared with 1990, 20% of total energy consumption to come from renewable energy sources, 20% increase in energy efficiency and 13% contribution from renewable energy sources in the final use of energy.

## EBRD TRADE FACILITATION PROGRAMME 2021: GREEN TRADE AWARD

Hellenic Bank and Piraeus Bank was awarded, jointly, for promoting renewable energy in Cyprus through the installation of photovoltaic plants, resulting in renewable energy generation equivalent to the electrical energy consumption of 1,175 inhabitants of Cyprus.

The Bank facilitates the performance of customers' contracts covering the import and installation of solar panels in Cyprus, through the issuance of Letters of Guarantee and Letters of Credit. The award-winning transaction related to the Letters of Guarantee issued by the Bank, in favour of the Ministry of Energy, Commerce and Industry of Cyprus for the construction of solar photovoltaic parks in the Nicosia region, supplying greener, cleaner and more affordable energy, a key element of the government's renewable energy goal.







## FINANCING PUBLIC TRANSPORT FOR REDUCING ENVIRONMENTAL CARBON IMPACT

In 2021 we continued contributing towards reducing the country's carbon emissions and supporting sustainable urban mobility, by providing Senior Project and Other Financing for the bus fleet, bus depots and other capital costs undertaken by Cyprus Public Transport Services and Operations Ltd (CPT). Overall CPT's investment plan exceeds €60m and aims to provide European standard state-of-the-art public bus transport services for the Nicosia and Larnaca districts.

CPT performs 13 million kms per year with over 2365 trips per day and transports over 7.5 million passengers in Cyprus every year, owning a fleet of 300 buses and a team of over 600 employees.

The company has invested in a fleet of modern brand-new buses with clean Euro 6 engines, implementing the latest technologies such as 5G Wi-Fi and USB charging points, as well as a pan European first; a built-in automatic self-disinfection system on-board which completely neutralises Covid-19.



CPT covers millions of kilometres in Cyprus every year, transporting over 7 million passengers with a fleet of 300 buses and a team of over 600 employees ”

CPT has developed a new localised travel application named PameApp, which offers the user the ability to easily navigate from point of location to any destination covered by a bus. The app allows users to search for routes from a starting point to destination, providing suggestions that offer the lowest carbon footprint, in some cases if the distance is short, it will even propose walking. Part of the company's plan is to offer last mile services (bicycles, kick scooters) as an additional means of public transport and incentive towards a greener environment.

The company has increased public transport usage by 20% in Nicosia and by 50% in Larnaca thus making a huge impact on the carbon print in the respective cities.

The company is also investing in infrastructure with modern bus wash and fuelling stations as well as in new bus station concepts.



The reduction in CO<sub>2</sub> emissions per passenger mile from the use of public buses is estimated above 30% in relation to the use of private cars ”





## ENVIRONMENTAL COLLABORATIONS



Our planet is our home. Climate change is damaging our home. Hellenic Bank takes even further environmental action proving its leadership role.

As a pioneer in this sector, Hellenic Bank proceeded with the redesign of its card portfolio with a new, simple design, advanced security features and eco-friendly, biodegradable material.

The new cards were made available in October 2021 to new customers and gradually to customers whose card expired or needed to be replaced. All Hellenic Bank Mastercard cards are made of biodegradable, environmentally friendly material, requiring 82% less PVC to produce. That's more than 20km of plastic per year saved. Biodegradable Visa cards will follow in 2022.

Strengthening its efforts towards sustainable practices, Hellenic Bank was the first bank in Cyprus to have joined Mastercard's Priceless Planet Coalition. It is an initiative that involves banking institutions and organisations from around the world, including HSBC, Barclays, Finix, Frank Green, Halkbank and Scotiabank.

The purpose of Mastercard's Priceless Planet Coalition is to coordinate under a common platform the environmental actions of consumers, financial institutions, merchants, and cities, with the ultimate goal of enhancing the effects and the positive impact of their actions.

As a first step, the Priceless Planet Coalition initiative has pledged to plant 100 million trees by 2025. The network is also encouraging consumers to adopt environmentally sustainable habits.

## SUPPLIER ENVIRONMENTAL/ SOCIAL ASSESSMENT

To the extent possible, the Bank ensures that its vendors are respectful to human/labour rights (non-Forced labour, non-Child labour, Foreign workers rights, Wages and welfare benefits, non-Discrimination) as well as green environmental considerations. For more information of procurement practices please refer to pages 98-99.



Environmentally friendly cards in the fight against climate change

20km

More than 20km of plastic saved every year



Joining the Priceless Planet Coalition alongside leading banking institutions from around the world



# MARKETPLACE OUR ACTION PLAN FOR THE FUTURE

ISSUE	ACTIONS AND TARGETS	RELEVANT SDGs	PROGRESS
Economic Performance and Financial Resilience	<ul style="list-style-type: none"> <li>To focus on Sustainable performance within a risk prudent framework</li> </ul>		
Transformation	<ul style="list-style-type: none"> <li>Focus on the necessity to build a sustainable bank, explore new opportunities, rethink operating models, increase customer engagement, unlock human potential and evolve to streamlined operations.</li> </ul>		
Customer Satisfaction	<ul style="list-style-type: none"> <li>Expand the range of services offered by the CCC</li> <li>Execution of outbound campaigns to our customers</li> <li>Improve the systems used by CCC to provide more automations</li> <li>Retail customer satisfaction-2022 target 84%</li> <li>Business customer satisfaction-2022 target 78%</li> <li>Mystery retail customer touchpoints satisfaction-2022 target 85%</li> <li>Enhance customer experience across all channels</li> <li>Promote and assist digital migration of customers</li> <li>Product Offering (Simplification and Improvements)</li> </ul>		        
Risk Culture	<ul style="list-style-type: none"> <li>Maintain full adherence to the overall Corporate Governance Framework</li> </ul>	  	
Compliance and Anti-corruption	<ul style="list-style-type: none"> <li>Comply with the applicable legal / regulatory framework in line with the approved three year Compliance Action Plan.</li> <li>Provide regular training to the BoD and all employees on compliance matters through awareness messages / learning bites, e-learn courses, workshops or classroom training sessions.</li> </ul>		 
Procurement	<ul style="list-style-type: none"> <li>New Procurement Target Operating Model together with an end-to-end procurement system, will be designed and gradually implemented in 2023</li> </ul>	 	



## OUR PERFORMANCE MARKETPLACE

- Economic Performance & Financial Resilience
- Transformation
- Customer Satisfaction
- Risk Culture
- Compliance and Anti-corruption
- Fair Procurement Practices



# ECONOMIC PERFORMANCE AND FINANCIAL RESILIENCE

## FINANCIAL RESULTS FOR 2021

In 2021, despite the challenges relating to the pandemic and its side effects, the economy experienced a strong rebound underpinned by the government support package. Hellenic Bank managed to demonstrate resilience and agility, during these extraordinary times.

With a robust capital adequacy ratio of 21,7% and a liquidity coverage ratio of 499% at the end of 2021, the Bank remains committed to support its customers and provide financing to sectors that increase the competitiveness and productivity of the economy, such as health, education, energy, ICT, hospitality, transportation and shipping.

As a retail focused bank with a solid customer base, the deposit and loan market share in households amounted to 38% and 31% respectively as at 31 December 2021. The Bank continued providing lending to creditworthy businesses and households while at the same time focusing on managing early arrears and avoiding new NPLs. Total new lending for FY2021 reached €908 million (FY2020: €1.041 million).

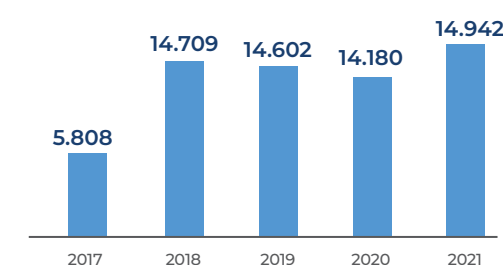


## 2021 FINANCIAL RESULTS HIGHLIGHTS

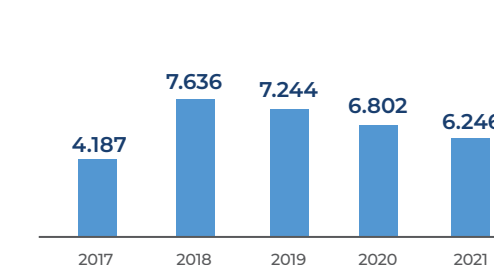
Headline financial results for 2021 are set out below and reflect the Group's underlying improving performance. For a more detailed analysis and breakdown for the Group's performance, please visit the Group's investor relations website for the 2021 Annual Financial Report and the Group Audited Financial Results presentation for the year ended 31 December 2021.

€18.836m TOTAL ASSETS	€14.942m CUSTOMER DEPOSITS	€6.246m LOANS TO CUSTOMERS <i>including RCB Tranche A performing loans acquired</i>	€95,5m PROFIT BEFORE PROVISIONS
21,7% CAPITAL ADEQUACY RATIO	22,5% LOANS MARKET SHARE	€908m NEW LENDING	€11,7m LOSS FOR THE YEAR

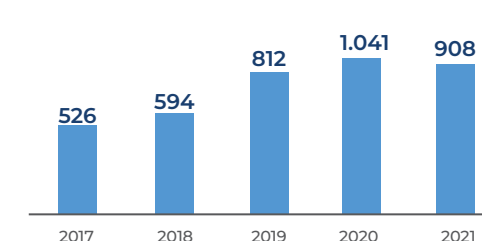
CUSTOMER DEPOSITS (€ m)



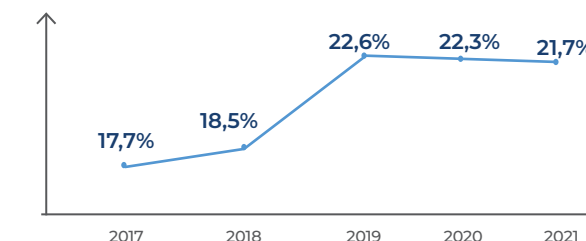
LOANS TO CUSTOMERS (€ m)



NEW LENDING (€ m)



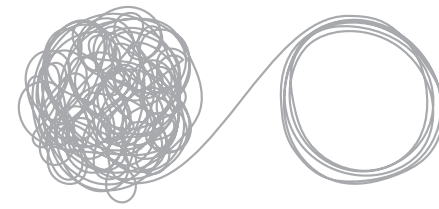
CAPITAL ADEQUACY RATIO







# TRANSFORMATION



STREAMLINING OUR PROCESSES  
& REDUCING COMPLEXITIES

## DEVELOPMENT OF AN OVERARCHING TRANSFORMATION PLAN OBJECTIVE

An enhanced Transformation Plan was defined, comprising an analytical plan with detailed activities of 40 Transformational initiatives. Transformation Plan revolves around the necessity to build a sustainable bank, explore new opportunities, rethink operating models, increase customer engagement, unlock human potential and evolve to streamlined operations.

Transformation is to ensure that all the pieces of the puzzle fit in correctly and at the right time to deliver the Bank's strategy.

The work commenced in July 2021 and was completed within 3 months, with the assistance of advisors and included the following outputs and deliverables:

- Development of Transformation plan initiatives detailed charters including objectives, key activities, dependencies and timelines defined to deliver on the strategy over the next 3-5 years.
- Re-designed interaction model and processes for enhanced Transformation governance and organization structure accompanied by a list of change & communication management initiatives.

- Enhanced and robust Transformation plan monitoring framework, leveraging on Microsoft Project Online for Plan Capturing & Monitoring (via Microsoft Power BI dashboards) at Sub-initiative level and aggregated up Transformation Plan level.
- Sequencing and prioritization for delivery of value & capability in an optimum way.
- Scope and size of the Transformation Plan initiatives including delivery model and investment required.
- Benefit Realization Framework with Strategic KPIs and Adoption (Initiative level) KPIs for tracking and measuring the success of the Transformation, enabling the Bank to establish core foundations in delivering the expected business value.

1 Transformation plan	5 workstreams	40 Transformation initiatives	300 milestones	7 Power BI dashboards	17 substreams

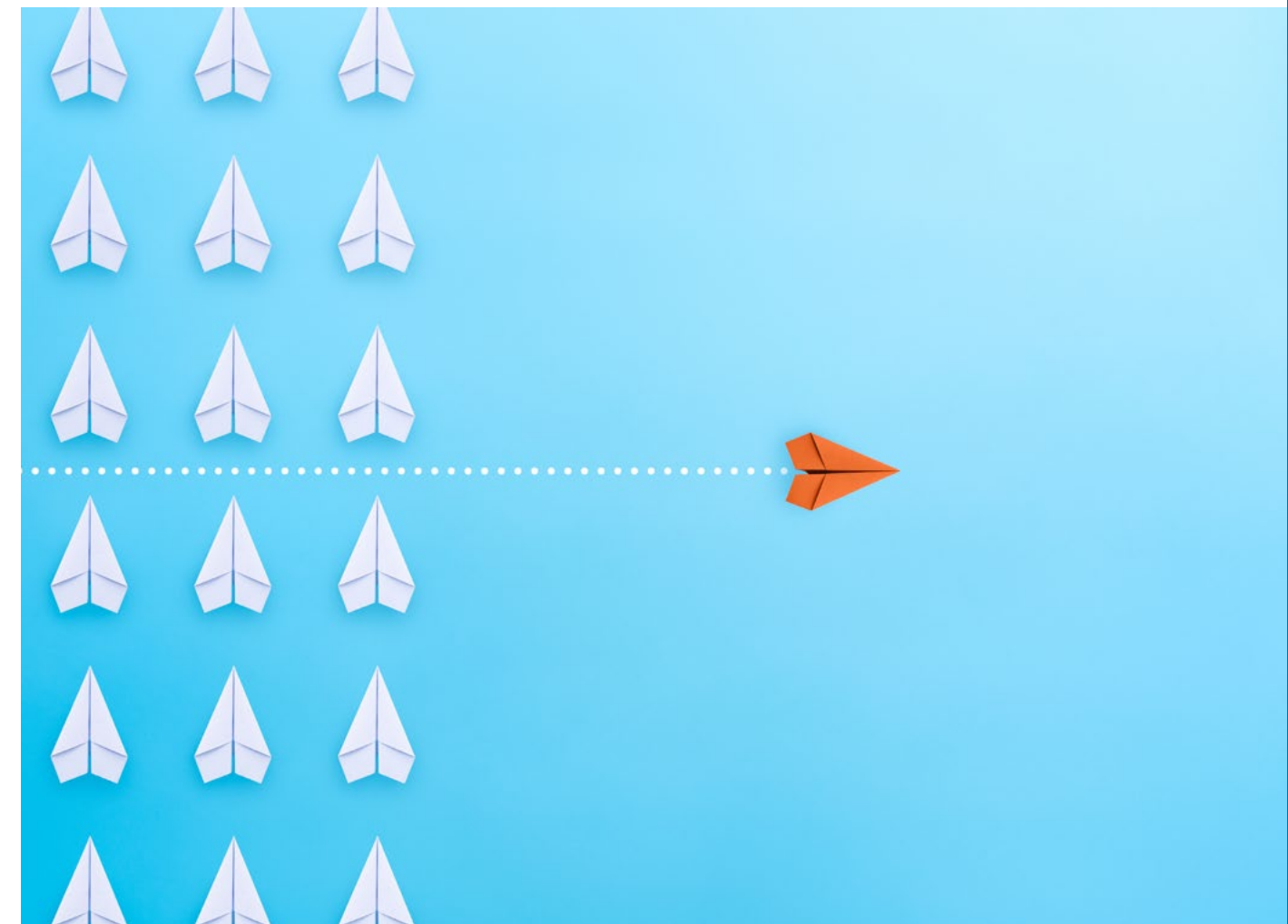
## TRANSFORMATION PLANNING AND GOVERNANCE

Revised Transformation Plan consolidation input from workstreams & revised sequencing was devised with the assistance of specialized advisors

Executive Transformation agenda and top-down targets allocated to each C-level executive

Transformation Program was established with key transformation roles defined and program governance bodies mandated

Transformation guiding principles communicated to empower decision making and create value for customers, employees and shareholders





## DIGITAL & TECHNOLOGY

The Technology and Digital Division (T&D) provides technology services to implement a Strategic Plan aligned with the Bank's Business Strategy through a modern and robust infrastructure, ensuring technological capability, reliability and innovative technology.

T&D focuses on strategic technology trends enabling acceleration of digital capabilities and drive growth:

**Engineering Trust:** Evaluate existing application landscape and technologies in an attempt to create a more resilient and efficient IT foundation by ensuring data is integrated and processed more securely across cloud and on-premise environments

**Sculpting Change:** Looking into new technology solutions to allow scaling and acceleration of the Bank's digitalization, increase the pace of change by creating applications more rapidly to automate business activities and enable faster & smarter decisions.

**Customer Centricity:** Customer adoption of Digital Channels is key to modernising the Bank's operating model. Our on-going commitment to improve our overall digital banking experience is reflected through the continuous increase in digital engagement of our customers.

Ensuring a robust technological landscape enables the drive towards digitalisation, with ultimate objective to minimise consumption of natural resources where possible, in line with the Bank's overall ESG strategy.



More than 11.000 sets of documents have been signed digitally which is estimated to have saved more than 2.400kg of wood and 60.000 litres of water

## ENHANCE CUSTOMER EXPERIENCE

The fast-evolving market in Digital Banking is driving T&D into enhancing Hellenic Bank's offering and enabling a digital End-2-End customer journey. As business enablers, T&D is aiming to increase collaboration, customer centricity and satisfaction while remaining competitive.

### DIGITAL BANKING

Following, the Bank's successful migration to an omni-channel Digital Banking platform, new features have been added that enable customers to transact easily at any point during the day from their mobile phone, via the Hellenic Bank Mobile App. Beyond the ability to monitor account balances and transfer funds between accounts, new features include peer-to-peer transactions (Contact Pay) and payment of utility bills. The average mobile app user will use the application 25 times per month to self-serve.

Customers can now apply online for a credit card directly from the Bank's website. In addition to saving paper, by enabling customers to start the process online we minimise branch visits and indirectly reduce carbon emissions related to transports.

The introduction of digital signatures for signing documents internal to the Bank, has led to a significant reduction of utilised natural resources and greenhouse gas emissions. Instead of printing documents and distributing them internally for physical signatures, documents are digitally signed using advanced digital signatures. **More than 11.000 sets of documents have been signed digitally which is estimated to have saved more than 2.400kg of wood and 60.000 litres of water. In addition to saved resources the digital signature application has led to 5.700 kg of fewer carbon emissions and a reduction of 400 kg of paper waste. The estimates are based on the printing of at least one set of documents per recipient using paper with 10% recycled content\*.**

### APIS

The Application Programming Interface (APIs) Banking platform has witnessed steady growth. Via APIs a user (subscriber) can request account details, perform mass and single payments, cancel future payments, check funds availability, and create account reports on demand through Third Party Providers

\*estimates on the amounts of wood, water, carbon emissions and paper waste are provided by the Digital Signature platform and based on the set of signed documents.

integrated on API Banking. A total of 888,500 requests were processed in 2021, featuring a 17% increase over 2020 numbers. More than 20 Business-to-Business (B2B) and third-party applications are currently actively interfaced with our API channel, featuring a greater than 50% increase with respect to 2020.

### ATMS

ATM cash-based transactions in 2021 have surpassed their in-branch counterpart. Specifically, 94% of cash withdrawal and 51% of cash deposit transactions were completed through ATMs in 2021, placing ATMs in the front line for cash servicing activities. It is important to note that the total volume of cash deposits, has significantly increased when comparing with 2020 numbers, featuring a 69% increase (~998,000 transactions in 2021 vs ~590,000 in 2020). On average each ATM has processed more than 45,000 transactions in 2021. This leads to an overall reduction of in-branch processing, leading to less paper waste and at the same time offering increased availability of Banking 24/7 outside branch normal working hours.

### WALLETS

Contactless payments through the Bank's wallet, using Apple Pay for iOS devices and Hellenic Bank wallet for Android devices were introduced in December 2020. The warm adoption of this service by Bank customers in 2020 (>150,000 transactions in Dec 2020) is also reflected in 2021 with approximately 320,000 transactions per month (> 3,800,000 transactions have occurred in 2021). The Bank is expanding its wallet service, to reach a broader customer base, by introducing wallets for Huawei devices as well.

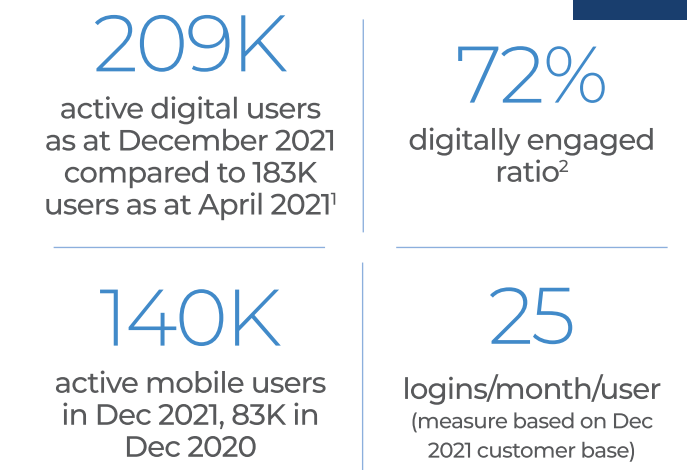
## INFUSE INNOVATION AND AGILITY IN THE ORGANIZATION

T&D remains focused on continuously improving the Banks Infrastructure following a hybrid strategy for both on-premises and cloud infrastructure. The bank follows a cloud-first approach enabling us to shift services to the cloud and speed up the delivery while also improving security.

## COLLABORATION & EFFICIENCY

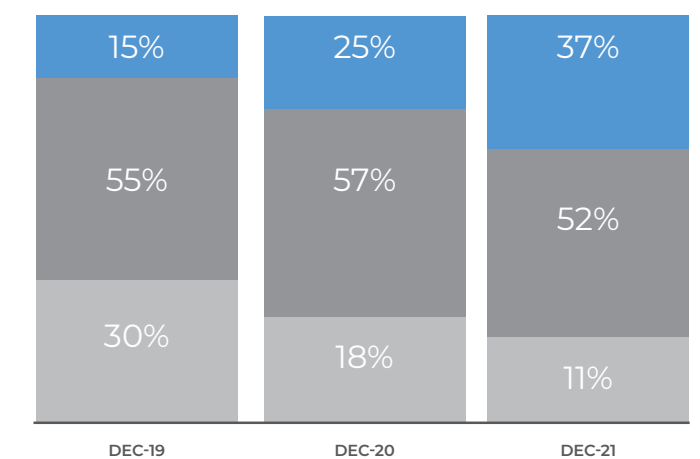
T&D is expanding the digital workspace capabilities to maximize employee productivity and leverage existing technologies to enable simplification and automation of internal processes.

The rationalization of application portfolio is key to increase productivity, improve agility and reduce maintenance and support costs. T&D is promoting digital workspace to support a hybrid work framework, optimize application landscape and deliver automation.



<sup>1</sup> Active Digital Users: Number of subscribers who logged in at least once in web or mobile over the latest 3 month period  
<sup>2</sup> Digitally engaged ratio: retail customers who have performed at least one transaction in digital channels over the number of active retail customers (active retail customers performed at least one transaction in any of the channels), as of December 2021

### Channel Usage (% of volume of transaction<sup>1</sup>)



<sup>1</sup> Monetary transactions activity in Branch, ATM (Withdrawals) and online (Web and Mobile).

■ ONLINE TRANSACTIONS ■ ATM TRANSACTIONS ■ BRANCH TRANSACTIONS

# CUSTOMER SATISFACTION

## QUALITY AND CUSTOMER SATISFACTION AT THE CORE OF WHAT WE DO

### QUALITY OF SERVICE

Service quality and customer satisfaction are of paramount importance for the Bank.

Quality & Research, a separate function in the Bank, is responsible for the creation of a quality culture throughout the organisation, using market research to identify the determinants of service quality, the level of customer satisfaction and loyalty among the Bank's various units, and the pursuit of excellence in all facets of the Bank's operations.

The Hellenic Bank Group is strongly committed to establishing and maintaining a culture of quality in accordance with ISO 9001 and other quality standards and models.

This commitment will direct the focus of the Group towards quality on all aspects of our operations. Responsibility for quality lies upon every one of us, irrespective of duties and position. This is an ongoing process and requires the dedication of considerable time and effort, both on an individual, but most importantly, on a team level.

Our aim is to offer quality service to all our customers, in alignment with the strategic plan and risk appetite of the Group, which fully and constantly meets or exceeds their expectations and needs, while at the same time meeting all legislative and regulatory obligations.

All employees must be aware of our Quality Statement and ensure that all objectives are met. Through the knowledge of our strategic objectives, quality targets and our continuous improvement program, we strive for excellence in our product and service offerings, both to our customers and our employees.

An important attribute of this Statement is that quality will be built in on all aspects and levels of the Group's operations. Management will define and implement this Statement

through quality planning, procedures and evaluations and will commit in providing the driving force for quality.

Management is fully committed to the above Statement and will utterly and consistently support this effort through an active involvement in its implementation and with the provision of all necessary means and human resources. This will be achieved through close monitoring and regular review for ensuring efficiency and functionality.

Quality models and standards have been adopted by the Bank. More specifically, ISO 9001: 2015 certification has been achieved for its subsidiary Hellenic Life Insurance Company Ltd as well as for its three International Banking Centres. Moreover, extensive employee training on service quality and customer satisfaction issues is carried out, aiming to turn employees into quality champions.

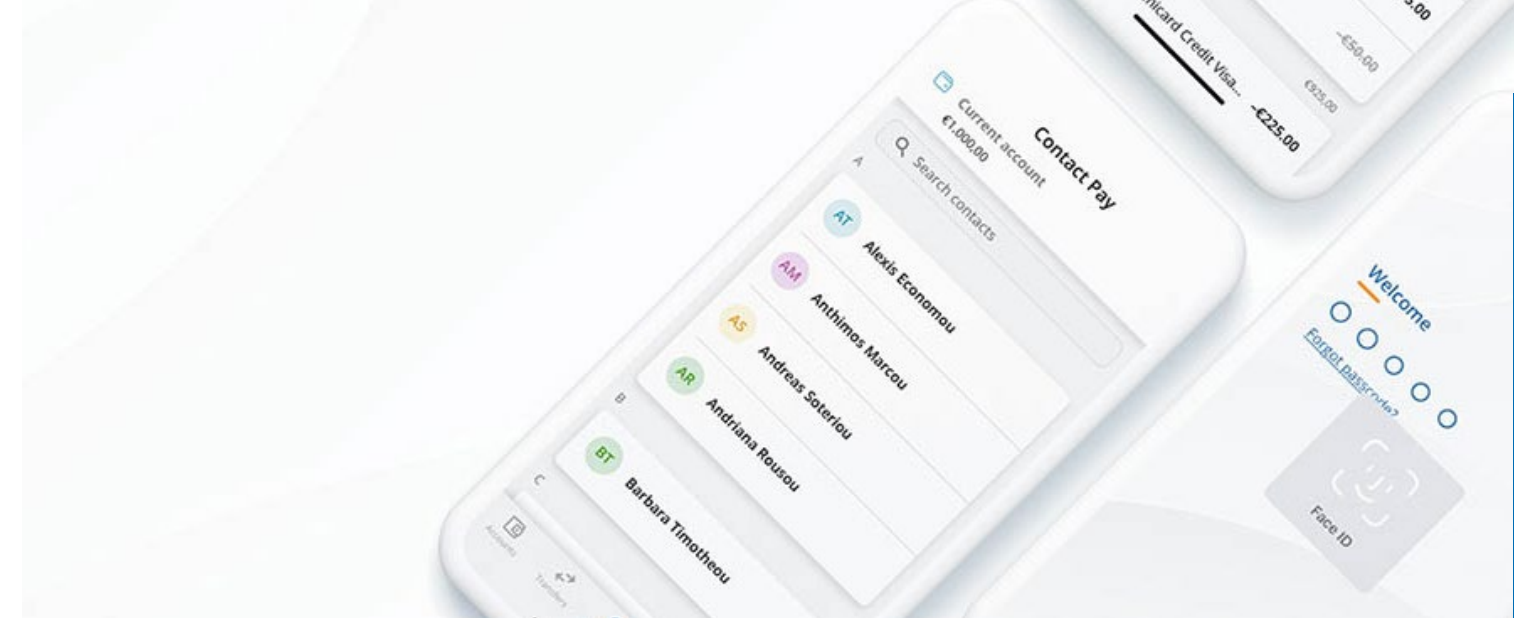
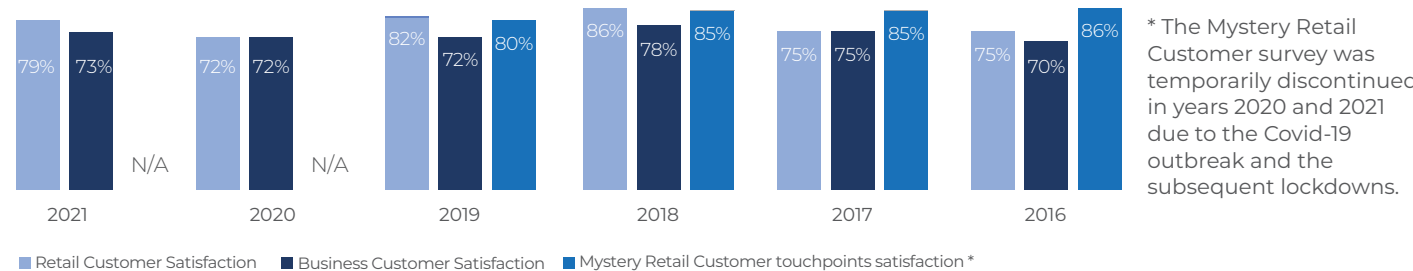
Market research surveys are conducted on an annual basis, the majority of which are tracker studies. Emphasis is given on monitoring constructs such as customer satisfaction, customer loyalty and retention, as well as customer experience.

Several indices are monitored monthly to this effect including Net promoter score, Overall customer satisfaction, Intention not to terminate cooperation, Secure customer index, Customer effort score, Overall service quality, Customer engagement index and Bank reliability index.

Furthermore, the Bank's Quality Standards Directive has been circulated to all personnel and uploaded to its portal, covering most aspects of its operations. Specifically, it provides clear guidelines on areas such as:

- Branch appearance and atmosphere – branch external appearance, ATM operation and appearance, branch internal atmosphere, personal workspace, branch internal layout, signage, etc.
- Personnel – Appearance, courtesy, friendliness, behaviour and manners, readiness and willingness to serve customers' respect, confidentiality, speed of service, work knowledge, sufficiency of training, lack of errors, enquiries handling, complaints handling, telephone communication, written and electronic communication, tone of voice, body language, etc.
- Advertising material – Signs, leaflets, brochures, TV screens, etc.

The effective implementation of the Quality Standards is being monitored with the use of research tools, such as Customer satisfaction studies and Mystery customer surveys. The Retail Mystery Customer survey was temporarily discontinued in years 2020 and 2021 due to the Covid-19 outbreak and the subsequent lockdowns.



### PRODUCT DEVELOPMENT GOVERNANCE

The Bank's mission is to maintain an appropriate range of products and services, which empower it to align its strategy with the interests, objectives, characteristics and needs of the customers, by efficiently and effectively managing, monitoring and enriching its products/services portfolio, while ensuring that adequate RAROC (Risk adjusted return on capital) is generated for credit products/services.

In pursuing the above mission and for the establishment/maintenance of the end-to-end governance, Hellenic Bank applies:

- The Proportionality Principle as provided in the relevant regulatory framework and
- A Risk-Based approach, also following the opinion of internal control functions from the 2nd line of defence.

#### Product Approval Process

As part of this Governance, the Product and Conduct Committee (PCC), which was a standalone Committee up until August 2021, has been the final approving body for the proposals submitted by the respective product / service owners. Following the revision and reorganization of the executive committee structure in August 2021, PCC's role was undertaken by the Risk Management Committee (RMC).

All proposals were submitted following prior consultation with all relevant stakeholders from Support and 2nd LoD functions and related to: i) new and significantly amended products/services, ii) entry into new markets, iii) entry into new businesses.

With regards to proposals for investing in new asset classes, final approval was granted by ALCO. Following the re-organization, ALCO also became responsible for approving proposals relating to deposit rates, adjustments to interest margins of existing Lending Products, resulting from changes in the base rate, as well as changes in the minimum base rates for non-individuals and pricing discretions for standardized lending products.

In relation to the proposals relating to non-significant product/service amendments, approval is provided by the Senior

Management of the reporting line of the product/service owner.

Product monitoring, where relevant, and/or review of products/services form an integral part of the risk monitoring process and is performed by the respective product/service owners, distributors and Risk Management Unit as to risk related areas. Proposals submitted may also cover:

- remedial actions recommended, by the product/service owners when deemed appropriate and necessary,
- post launch monitoring type(s), period, frequency, requirements/indicators/metrics, date for the post launch monitoring by the product/service owners depending on the nature and scale of the risk that is borne by the customers and the complexity and characteristics of the specific product/service. RMC may request ad hoc product/service monitoring, as deemed necessary from time to time.

The Bank maintains relevant procedures and electronic systems for the prompt recording, reporting and monitoring by the relevant stakeholders of operational risks, operational risk incidents, suggestions and complaints related to product/services.

#### Product Development (PD) function

The role of Product Development (PD) is to develop innovative products and services that meet customer needs. At the same time, it regularly monitors the Bank's existing Retail Products/Services portfolio, standardized SME and micro-SME loan products (including European Investment Bank/European Investment Fund products), analyses their performance and adjusts certain characteristics wherever necessary. Further, it monitors competition both locally and internationally to align with best market practices

In line with the Bank's approved governance, among others, PD:

- Regularly monitors developments in the local banking sector and international trends in this sector.
- Assesses and analyses customer needs through market research and customer suggestions and complaints.
- Simplifies products and procedures and diverts all possible actions where applicable via digital channels.



- Evaluates feedback from the front line and following thorough consultation with the relevant internal stakeholders (i.e., Risk Management, Compliance Unit and Information Security).
- Develops innovative products and services that meet those needs at the greatest possible satisfaction level.

Additionally, PD seeks to simplify the end-to-end process from first contact with the customers until the end receipt of the product, which is an ongoing coordinated process. Finally, it introduced new products and revised several existing schemes, while continuing to offer support and guidance to the Bank's Branch Network and Business Centres regarding the promotion and sale of the various products.

## PRODUCT DEVELOPMENT AND COVID-19 PANDEMIC

Taking part to the overall relief measures to customers due to COVID-19, and aiming to communicate and reinforce moral and financial support, PD has engaged in the design and implementation of the Ministry of Finance interest subsidization schemes for both housing loans and loans to SMEs and professionals. For these schemes, PD developed two products, which were launched in 2020 and were offered to customers until the end of 2021. For both products, the loan's monthly instalment is subsidised by the Government during the first 4 year. In particular, for housing loans "Themelio 2020" was launched, while for SME loans, the "ISS" (Interest Subsidisation Scheme) scheme was introduced. Both schemes carry specific characteristics, in line with the provisions set by the Government.

## PARTNERSHIP WITH ALLIANZ GLOBAL INVESTORS

Through its exclusive partnership with Allianz Global Investors (AllianzGI) Hellenic Bank is offering a suite of investment solutions to its Retail and Institutional client base, from one of the world's leading active investment managers.

AllianzGI manages €647 billion and all asset classes are 100% ESG risk assessed. Further, the €136 billion (21%) are focused on sustainability and impact, while €132 billion (20%) are ESG risk focused. Some of those actively managed funds are distributed exclusively by Hellenic Bank in Cyprus, namely:

- Allianz Treasury Short Term Plus
- Allianz Advanced Fixed Income and
- Allianz Global Equity Growth

Against a backdrop of changes to the investment landscape brought about by the adoption of the Sustainable Finance Disclosure Regulation "SFDR" 2021, Hellenic Bank is proud to partner with a leading institution that has over 20 years of experience in sustainable investing. An institution that for the 4th consecutive year, achieved UN Principles for Responsible Investment (UN PRI) top rating of A+ for ESG strategy and governance and is a founding member of the Net-Zero Asset

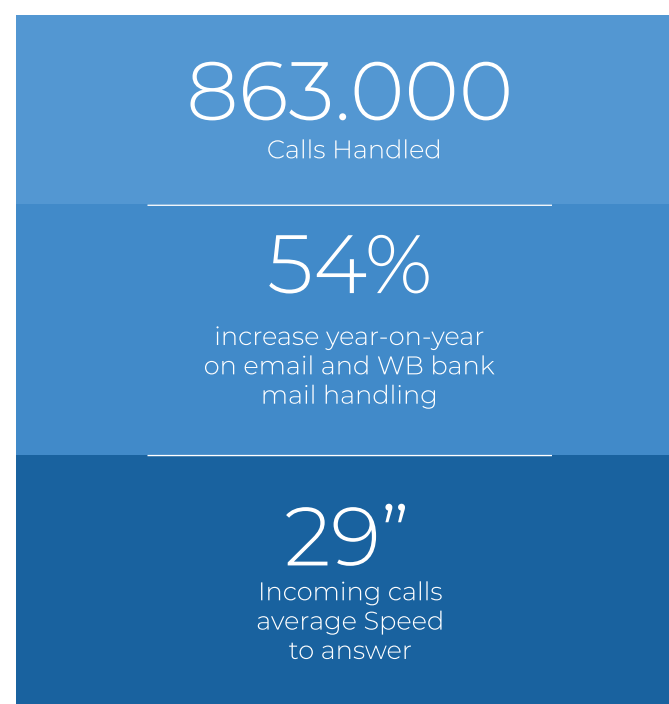
Owner Alliance. AllianzGI is committed to reducing the CO2 emissions of its portfolios to net zero by 2050.

## CUSTOMER CONTACT CENTER

The Customer Contact Center (CCC) is one of the main customer service channels of the Bank, through which customers' inquiries are promptly addressed and problems are effectively solved during working and non-working hours.

By contacting the CCC, customers can be serviced for any queries relating to accounts, cards, web banking etc., without having to visit a branch.

Aiming to enhance the service provided, CCC was adequately staffed throughout the year. One of the most important achievements was the extensive support provided to customers during the pandemic and lockdown periods, a period which saw even more customers shifting from branches towards digital channels. The staff worked with commitment and devotion at a time when there was an unprecedented high volume of inbound calls especially during the lockdown periods.



An analysis of the most important KPIs is shown below:

- Volume of calls handled:** Total inbound and outbound calls: 863 thousand during 2021 compared to 1,02 million calls in 2020 (including volumes of our external associate).
- Abandoned calls:** The average abandonment rate for 2021 was 4% compared to 11% in 2020.
- Speed to answer:** Incoming calls were answered on average within 29 seconds, another great achievement of 2021 as the target was lowered from 75 seconds to 45 seconds.
- Written communication:** Within 2021 the CCC handled 53.500 emails and WB bank mails, 18.840 more than 2020; an increase of 54%.



The Quality Assurance Department (QAD) setup in 2019 continues to monitor and enhance the quality offered. Within 2021, the key objective is to continue providing solutions and proper service to further improve the customer experience by:

- Improving the quality of offered services and validating the standard of quality with the achievement of ISO 18295-1 certification.
- Ensuring the attainment of a high percentage in the survey of Mystery Customer, our last year's result was 96%.
- Handle all Statistic reports for the Customer Contact Centre.
- The design and launch of the "Agents Scorecard" to provide consistent information about Agents & CCC's performance.
- Monitoring and evaluating phone calls on a monthly basis, as part of the "Agent's Scorecard".
- Promoting additional KPIs (e.g. First Call Resolution, Complaints resolved by CCC).
- Handling the increasing training needs of:
  - **New CCC Agents & Team Leaders:** Enabling the faster replacement/addition of new members.
  - **CCC Campaign Team:** Improve technical and soft skills for the Outbound Campaign team (systems, selling skills training, etc).
  - **Existing CCC Agents:** Enhance new services/products/knowledge, improve the quality of the Written Communication Team (which handles all the written communication and social media with customers) and learn how to handle difficult customers and customer's complaints.
  - **Specialized Training:** Online Test for Agents and training through pre-recorded videos.

## CUSTOMER CONTACT CENTER AND FURTHER ACTIONS TAKEN DUE TO COVID-19 PANDEMIC

The adverse environment has highlighted the importance of CCC, as the need to service an increased number of customers seeking solutions without having to visit their branch. Even in this demanding environment though, the CCC managed to offer several new services to customers via phone such as debit card issuance, change of contact information etc. 30 new services were added as from the beginning of 2021. To enhance the services offered by CCC, feedback from Branch Managers and Supervisor Banking Hall is requested twice a year as well as executing Surveys through Campaigns Team.

Mitigating Actions to improve the service offered & Abandonment rate include:

1. Additional employees have been transferred promptly to increase the capacity of the Customer Contact Centre. Three permanent employees were transferred in 2021. This is an ongoing procedure throughout the year.
2. The CCC working hours have been reverted back to 07:30-20:30, as opposed to 07:30 - 18:00 ( which was a temporary schedule due to pandemic).
3. The CCC Campaigns Team carried out 20 Outbound Campaigns. The overall success rate of 59% is quite satisfactory and is well above the CCC target.

# RISK CULTURE

## RISK MANAGEMENT

### THE ENTERPRISE RISK MANAGEMENT FRAMEWORK (ERMF)

The ERMF is the highest-level risk Framework across the Bank where the Board sets out the governance of individual risk Frameworks, Policies, Processes, skills and systems required by the bank to effectively manage risk, in compliance with the Regulatory Framework.

- The ERMF sets out the principles under which risk is managed and applies to all risks being taken, mitigated and managed by the Bank.
- The ERMF safeguards that the Bank adopts a three line of defence model and sets out the roles of each in a clear and comprehensive manner.
- The Board recognises the importance of having a robust risk culture and supports the key factors that contribute to an open and transparent environment, where well-trained and informed individuals take calculated risk, under clear Frameworks, Policies and Procedures in pursuit of achieving the Group's business strategy.
- The ERMF sets out the role of the Board as ultimately responsible for the risk and control environment within the Group, as well as the Board and Executive Management Committee structures, roles and responsibilities with respect to risk management.
- The ERMF sets out the proposed architecture of Board and Executive level Committees to effectively manage and control risks as well as a proposed architecture of risk Frameworks and Policies for use across the Bank.

The main objectives of the ERMF are summarised as follows:

- Enhance performance by identifying existing and emerging risks, the likelihood and severances of their impact, and advise of effective mitigations and controls.
- Align and integrate risk management into critical management activities including strategy setting, business planning and capital allocation.
- Build confidence of shareholders, customers, regulators and other stakeholders by demonstrating the Bank's capabilities for understanding and managing risk.
- Enhance corporate governance by ensuring strong Board and Executive Management oversight and challenge, clear

roles and responsibilities and clear authorities and risk boundaries.

- Successfully respond to changing business environments by identifying, prioritizing and planning for risk.
- Align strategy and corporate culture by creating risk awareness and an open, positive approach with respect to risk and risk management.

During 2021 the Board of Directors approved a revised Risk Appetite Framework (RAF) and Risk Appetite Statement (RAS), developed by the Risk Management Unit in line with the relevant international standards and best practice. The revised RAS and RAF is part of the broader ERMF and prescribes the process for risk appetite setting, feeding from the formulation of Material Risk Assessment with a direct input into the Strategic Plan and ICAAP. The Risk Appetite encompasses both RAS Quantitative and Qualitative limits across an array of the risk types facing the Bank and delineates responsibilities for its implementation, monitoring and governance (which also entails a RAS limit Breach/Early Warning escalation process) in line with the Three Lines of Defence model and the ERMF.

### RISK GOVERNANCE

The Board of Directors is HB's primary governing body and is responsible to the stakeholders for delivering the long-term success of the Bank. It has ultimate responsibility for setting the Bank's strategy, corporate objectives, business/operational plans and the Enterprise Risk Management Framework, taking into consideration the interests of stakeholders.

In addition, the Board is responsible for:

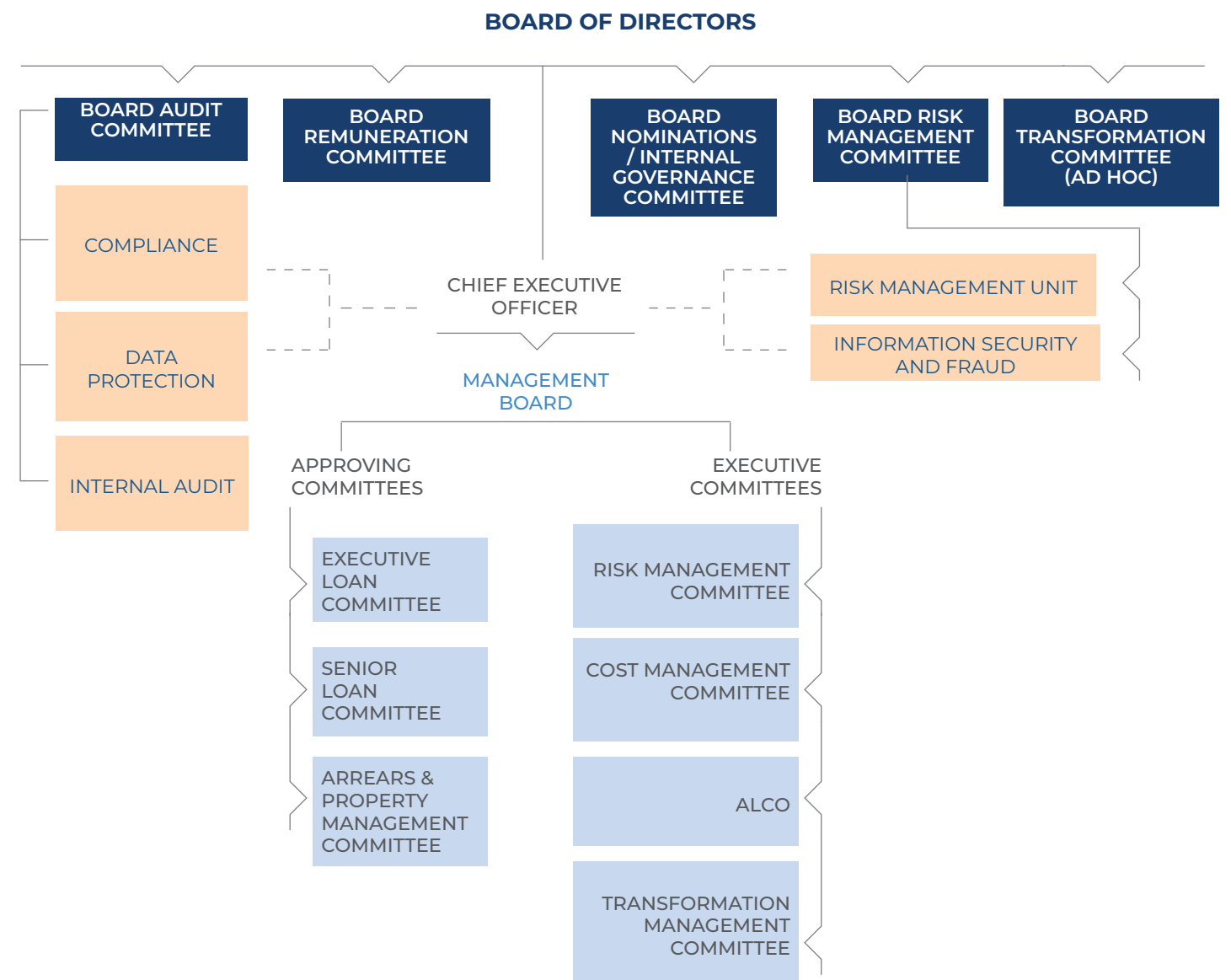
- Approving overall policy in relation to the types and level of risk that the Bank is permitted to assume in the implementation of its strategic and business plans, and
- Maintaining a sufficient control environment to manage the principal risks and ensuring the capital and liquidity resources are adequate to achieve the Bank's objectives without taking undue risk.

Several Executive and Board committees as shown in the below chart assist the Board of Directors in fulfilling the above responsibilities.



The Enterprise Risk Management Framework is the highest-level risk framework of the Bank, where the Board sets the approach to the identification, assessment, mitigation and management of risks providing a holistic risk management framework extended across the Group

## BOARD AND EXECUTIVE COMMITTEE STRUCTURE



■ BOARD COMMITTEES ■ EXECUTIVE/APPROVING COMMITTEES | Chairperson ■ UNITS/DIVISIONS | Chiefs/Heads



## ENVIRONMENTAL, SOCIAL & GOVERNANCE CULTURE

The Board emphasizes the importance of having a robust risk culture in HB which can best be illustrated by successfully achieving and measuring specific key elements, including, among others, ESG Risk Culture. On this basis, the following main aspects of ESG Risk culture are incorporated in the overall bank's risk management:

- A proactive approach to manage ESG risks is followed by the Bank where the Board and Senior Management sets the tone from the top and cascades accountability for ESG risk throughout the organization through the Risk Appetite Statement and the respective monitoring of the relevant ESG initiatives in place.
- In the context of the transformation and evolution of the Bank's corporate culture, the Bank is adopting a productive and solution-oriented approach to ensure that the Bank's stakeholders, management, staff and clients are included in the Bank's effort to improve sustainability and better serve the community.
- Appropriate ESG risk culture initiatives are in place in the Bank to serve this purpose with an Action Plan for Climate Environmental risks being currently implemented throughout the relevant risk departments and strategy. ESG risk culture within the Bank builds on the overall sustainability and ESG initiatives and promotes staff and management awareness of the impact of ESG risks on the Bank's strategic opportunities and business activities.
- The Bank, through the Risk Management function and the ESG dedicated team, incorporates ESG risks into its overall risk management framework, through the assessment, monitoring and management of such risks within the Bank's routine business activities.
- The Bank has also identified and incorporated ESG risks as an Emerging Risk into its Risk Taxonomy and has assessed the materiality of such risks through its Material Risk Assessment Process, in order to effectively integrate relevant ESG factors into its risk management framework.
- A consideration and assessment of climate and environmental risks is also performed in regulatory capital planning exercises such as ICAAP.

## CONTINGENCY RISK MANAGEMENT

### COVID-19 Challenges

The Bank is intensely and continuously monitoring its risk position relative to the COVID-19 pandemic and taking appropriate actions for contingency management and risk mitigation. Hellenic Bank has managed to navigate successfully through the Covid-19 crisis even though its profitability has been impacted, driven mainly by high loan impairments. Hellenic Bank has retained throughout the crisis its reputation for stability and confidence and is now focusing on strengthening and improving its market position within the Group's strategy of reorganizing and reforming its business model.

During the year the Bank also took actions to deal with distressed debtors following the cessation of the Government's moratorium scheme. Such action entailed the sectoral and behavioural analysis of clients under the moratorium with the aim of this analysis to provide key insights of the current and past behaviour of these customers and serve towards the early identification of credit risk, in the absence of payment behaviour during the tenure of the moratorium. This analysis has generated potential watchlists for further assessment and action by the Bank in anticipation of the re-commencement of loan instalments repayments on the 1st of January 2021.

### Russia-Ukraine Conflict

The Bank is closely monitoring the latest developments in Ukraine and Russia and provides regular updates to the Executive Committees and Board Committees on contingency risk management actions and risk mitigation.

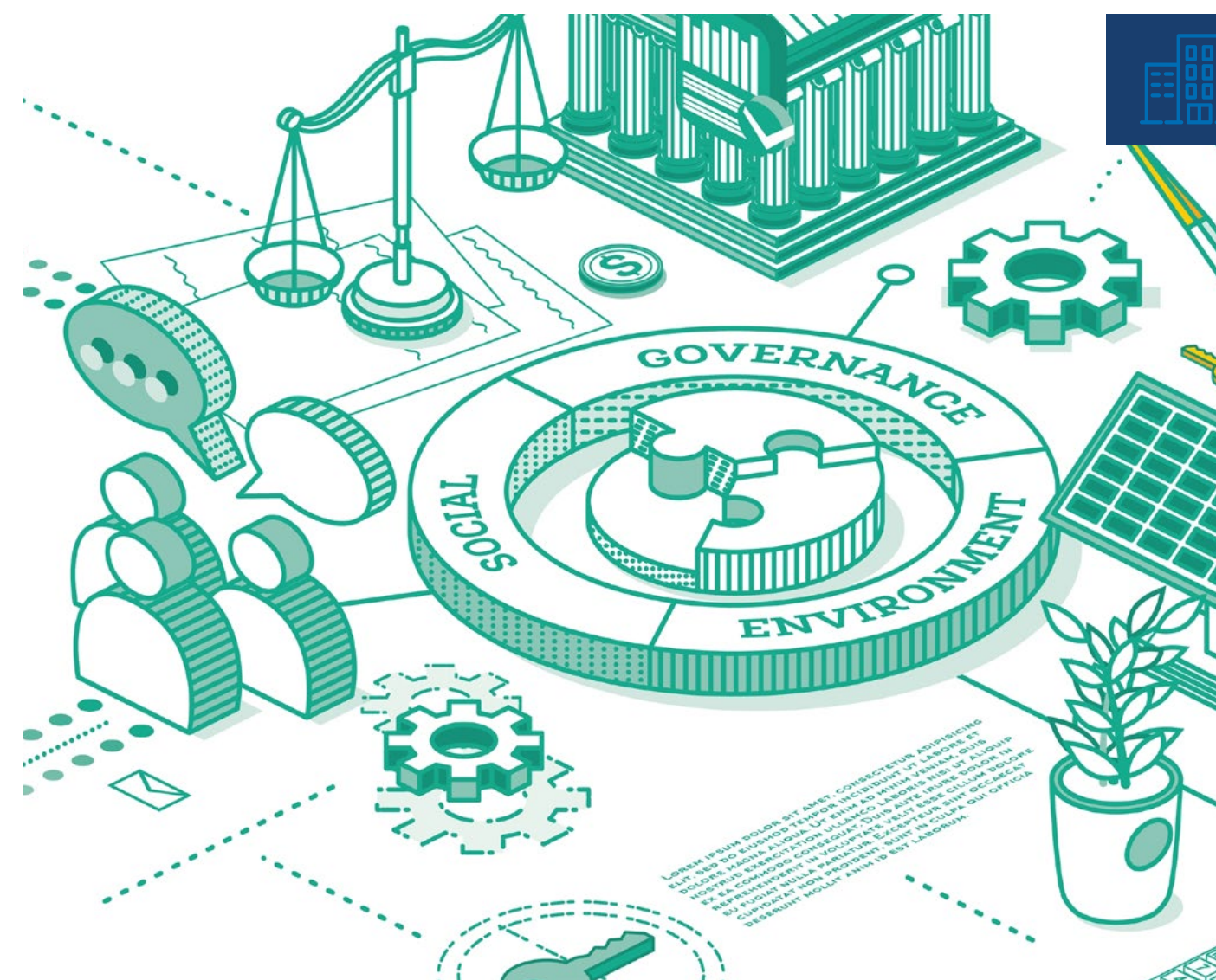
The Bank is also taking all necessary and appropriate measures to manage all related risks and to comply with the applicable sanctions imposed on Russia. The monitoring of customers has intensified, while transactions are strictly monitored and vetted accordingly. A Crisis Management Action Plan was developed by the Bank focusing on 6 key Initiatives relating to the areas of: a) Compliance, b) Payments, c) FX & Market Risk, d) Credit Risk, e) Russian Banks monitoring & reporting, f) Information Security and Fraud.

The monitoring of customers has also intensified, while transactions are strictly monitored and vetted accordingly. The Bank expects limited impact from its direct exposure, while any indirect impact will depend on the longevity and severity of crisis and its impact on the Cypriot economy, which remains uncertain at this stage. The Bank will continue to monitor the situation, taking all necessary measures to mitigate the impact on its operations and financial performance.

## INFORMATION SECURITY AND FRAUD

The ever-growing demand for digitalization, including remote working and making paperless agreements, introduces both new business opportunities and risks. The Information Security and Fraud (ISF) Function supports the Bank's direction through security and fraud risk assessments, incident and fraud management, and security awareness initiatives as well

as by advising on the implementation of countermeasures to mitigate risks. In 2021, ISF led 127 initiatives towards its staff and customers to raise awareness, including social media posts, and participation in a national campaign by the Association of Cyprus Banks.





# COMPLIANCE AND ANTI-CORRUPTION



“Independently and proactively protect the Group from compliance risks and provide support in adhering to the legal and regulatory framework within which it operates, maintaining high standards of excellence, integrity and trust”

## COMPLIANCE

The Compliance Unit (CU) is responsible for the monitoring of the domestic and European legal and regulatory framework that governs the Bank's operations, the identification of risks with regards to the Group's compliance with the said framework and the formulation of proposals towards their mitigation. In this respect, the CU sets the fundamental principles of promoting a corporate culture of compliance and integrity across the Group with the purpose of embedding an appropriate and effective compliance management.

The CU categorizes its operations into the following distinct areas:

- **Anti-Money Laundering (AML)**, which is dealing with combatting money laundering, Terrorism Financing (TF) and Economic Sanctions (ES). This area is of particular importance given the great emphasis placed on the subject internationally.
- **Regulatory Compliance (RC)** is addressing the wider range of compliance requirements aiming to ensure compliance with the Cyprus and European legal and regulatory framework which govern the Group's operations.
- **Compliance Conduct & Assurance (CC&A)**, which handles the identification, analysis and communication of the applicable regulatory requirements and also provides reasonable assurance across key compliance risks by evaluating the effectiveness of the Bank's existing internal control framework, on a risk-based approach and in line with its approved annual Action Plan, aiming to promptly identify and evaluate any compliance related inherent risks and reducing them to an acceptable level, via the establishment of the required control framework.

### The main activities of the CU include the following:

1. Maintaining an updated Regulatory Library of the regulatory, legal and business requirements as well as the links to the relevant policies and/or procedures that have been developed in view of their implementation.
2. Development of processes and procedures to assess Compliance Risk associated with the Group's business activities on a pro-active basis.
3. Identification, on an on-going basis, with the assistance of Legal Services and other competent Units where necessary, of legal, regulatory and business requirements which govern and/or affect the operations of the Group.
4. Communicating to all relevant Units the legal, regulatory and business requirements applicable to them.

5. Conducting of compliance monitoring, testing and reviews, in line with the approved Compliance Action Plan.
6. Overseeing the complaints process and utilizing customer complaints as a source of relevant information in the context of its general monitoring responsibilities.
7. Periodically reassessing and reviewing the scope of compliance reviews to be performed.
8. Cooperating and exchanging information with other Control Functions on compliance matters.
9. Promptly reporting to Senior Management and the Board Audit Committee and/or the Board of Directors on material compliance failures and weaknesses as well as breaches of the Regulatory Framework revealed by the Group's compliance monitoring activities, through spot checks and investigations.
10. Organizing regular training and educational programs for Senior Management and staff on compliance matters, based on the annual training plan, which is approved by the Board of Directors and incorporated in the overall training program of the Group.
11. Advising and responding to queries on compliance matters from staff.
12. Issuing written instructions and circulars to staff, Business Units and other Units of the Group for the prompt adjustment of internal procedures and regulations to changes in the Regulatory Framework.
13. Verifying that new products/services and procedures comply with the current legal environment and business standards and any known changes to legislation, regulations, supervisory requirements and business standards.
14. Ensuring the Group's compliance with the Prevention and Suppression of Money Laundering Activities Law and the Central Bank of Cyprus Directives and circulars for the prevention of money laundering and terrorist financing.
15. Periodically assessing the Group's compliance with the provisions of the Investment Services and Activities and Regulated Markets Law.
16. Establishing a formal and well documented mechanism for the provision of guidance as well as assignment of responsibilities for (a) the assessment of events of non-compliance, (b) the requirement, initiation, implementation and monitoring of the effectiveness of corrective measures and (c) documentation of the outcome of the whole process.

17. Providing advice to the Board Audit Committee and/or the Board of Directors on the measures that need to be taken to ensure compliance with the applicable Regulatory Framework, as well as assessing the potential impact of the forthcoming changes in the Regulatory Framework that governs the Group's activities.

## ANTI-BRIBERY AND CORRUPTION POLICY

The CU maintains the Anti-Bribery and Corruption Policy, in conformity with the applicable legal and regulatory framework. The Policy is revised on an annual basis or more frequently if required, because of changes of circumstances, and is approved by the Board of Directors.

The purpose of this Policy is to prevent, identify, confront and detect bribery and corruption stemming from the Bank's zero tolerance to bribery and corruption, in accordance with the Risk Appetite Framework. Further information in reference to Risk Management can be found in the section Governance and Risk Culture.

The Group declares that, acts of bribery and corruption are completely unacceptable to business integrity, causing damage to its reputation and interests therefore the Group takes the necessary measures to prevent occurrences of bribery and corruption among employees, managers and any associated third parties. Should such occurrences be detected, the Bank proceeds to direct accountability of responsibilities of all involved. Any Policy violation shall be dealt with according to the Bank's Disciplinary Code and the Code of Business Conduct & Ethics.

In the fourth quarter of 2021, the Bank developed and launched the "Anti-Bribery & Corruption" Awareness Message/Learning Bite, regarding the Anti-Bribery and Corruption principles and indicative examples. The Awareness Message/Learning Bite was addressed to all employees.

## ETHICS & INTEGRITY

The Code of Business Conduct & Ethics defines the standards, principles, values and rules of conduct/behaviour by which all activities of the Group should be governed in all dealings with customers, counterparties, suppliers, external associates (including servicers)/consultants, public authorities as well as with colleagues and shareholders. It is used as a guide in determining key business decisions and actions to help individuals conduct business in an honest and professional manner and to enable the Group to maintain high cultural and ethical standards.

### Corporate Values

The Group's Corporate Values underpin the way the Group does business with its customers and counterparties and guide its decision-making and the manner in which all person's subject to this Code are expected to behave, operate and work. All person's subject to this Code must understand and comply with the following values and through their behaviour actively help to embed them within the Group's culture.

- **Passionate:** Passionately serving the Bank's customers whenever they need it and when it really matters without compromising this Code.
- **Committed:** Committed to our tradition as the customers' safest and most reliable partner.
- **Respectful:** Displaying personal, human touch and respect.

### Conduct towards Customers

All person's subject to this Code must:

- Understand and follow the Bank's principles for the fair treatment of customers.
- Ensure that in all their interactions with customers they exemplify the Bank's corporate values and treat customers fairly at all times.
- Act with integrity.
- Take responsibility for addressing customers' needs and provide good customer service at all times.

### Market Conduct

Persons subject to this Code who deal in financial markets in the exercise of their professional activities are required to conduct themselves on those markets in good faith and in line with the Group's corporate values.

### Conduct towards Colleagues

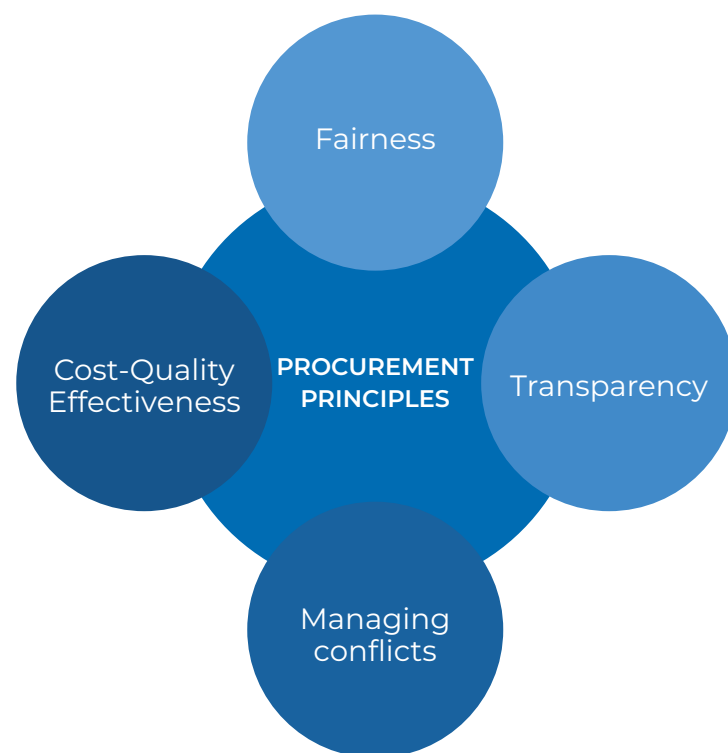
The Group does not tolerate any discrimination or harassment of any kind, either direct or indirect/implied for reasons such as gender, sexual orientation, race, colour, religion and beliefs, ethnic/national origins, marital status, age or number of years of employment within the Group, social origin/background, genetic characteristics, language, political or industrial beliefs, ethnic minority, trade union or any other collective group membership, property, birth or some handicap/disability.

The Group provides equal opportunities for access to employment and professional promotion, irrespective of, amongst other things, gender, aiming at improving representation of the under-represented gender in management positions and members of staff holding managerial responsibilities.

Individuals must demonstrate at all times and in all circumstances respect for all their colleagues, treat each other politely, fairly and equally and cooperate with each other as well as appropriately inform and involve others in order to foster a positive and constructive working environment. It is unacceptable for employees to display behaviour that constitutes or may generally be perceived to constitute harassment, abuse, isolation, intimidation/coercion, humiliation, manipulation, lack of respect and consideration or any other type of physical or verbal aggression.



# PROCUREMENT PRACTICES



Following its strategic decision to centralize Vendors (suppliers) management, the Bank established the Central Procurement Department (CPD) to manage centrally its procurement process. CPD reports directly to the Bank's COO, Technology & Operations Division, thus safeguarding its independence.

The Bank manages its Vendors' agreements and associated risks, through the establishment of an effective procurement process, based on fundamental best practice principles and appropriate assessment of consequential risks.

A preliminary (pre-outsourcing) risk assessment is conducted, prior the submission of the Request For Approval (RFA) to the relevant approving body, which portrays the impact level that may occur, as a result of the assignment of the underlying function/activity/service to a third party. The assessment covers for both Operational risks and Information Security risks which are reviewed and assessed by the respective Units of the Bank, its main areas of focus are:

- conduct/reputation risk.
- human resources risk.
- concentration/overreliance risk.
- compliance & legal risk.
- health and safety risk.
- business continuity risk.
- exit strategy risk.
- fraud risk.
- information security risk.

Accordingly, on the event that the impact level is critical or severe, a deep dive assessment may occur for the particular assignment. However, if the arrangement falls under the definition of Critical Outsourcing (as per EBA Guidelines (2019) and Central Bank of Cyprus Governance Directive (2021)), a deep dive assessment is always performed.

The following main principles govern all procurement processes/requests for proposal (RFP) for the supply of goods/services/functions as well as any direct appointments:

**Fairness:** The Bank acts fairly and reasonably, so that it is, and is seen to be, impartial in its decision-making. All

candidates are treated fairly, through neutral (not vendor/brand specific) specification of requirements as a norm, focusing on meeting specific needs of the Bank. Evaluation/assessment methodology is predetermined to avoid bias in any stage of the procurement process. The procurement centralized approach promotes consistency regarding the process and the equal treatment of candidates. Cases of direct appointments are challenged and are approved when justified as per the Bank's policies & procedures. The procurement centralized approach also enhances expertise as well as, the application of best practices.

**Transparency:** The Bank operates with transparency so that it is easy for third parties to see what actions are performed throughout the whole procurement process. Transparency implies openness, communication, and accountability. Proposal related documents include all the information necessary to facilitate submission of appropriate and competitive proposals. Administration of procurement activities is transparent to support accountability and to promote clarity and shared understanding of respective roles and obligations between the Bank and any external parties entering into procurement arrangements. The proposal assessment is transparent and utilises standardized methods based on commonly acceptable best practices. CPD ensures the process transparency of the scoring/evaluation process and of the criteria, via the completion and agreement of the evaluation templates prior to the submission of the proposals.

**Managing conflicts of interest/Independence:** As part of the general obligation to act fairly, all internal and external parties, involved in the procurement process, must ensure that their

decision-making processes cannot be challenged on the basis of actual or potential bias and/or conflicts of interest (actual or perceived). Any conflicts of interest relating to the Bank's business activity or the parties involved in the process must be explicitly declared without undue delay, evaluated and managed following the provisions of the Conflicts of Interest Policy and relevant Procedure. Any person to whom it applies does not participate in the tendering/procurement process. In case a proposed transaction involves a related party, it is ensured that all procurement procedures have been followed and that arms' length considerations have taken place (i.e. alternative options, fair value of the transaction, how the proposed transaction may be perceived by the market). Such cases are reviewed by the relevant Control Functions, approved accordingly and where applicable (subject to specific conditions), disclosed to the relevant authorities as per the regulatory requirements.

**Cost-Quality-Effectiveness (Value for money):** Decisions are not only made on the basis of the financial proposal but also take into consideration the quality of the goods/services, as well as the candidates' performance/competence and risks undertaken. The principle of value for money for procuring services or goods does not necessarily mean selecting the lowest price, but rather the best possible outcome over the whole period of services/life of the asset. Defining the most appropriate evaluation/assessment methodology that is proportionate to the value, risk and complexity of the procurement, facilitates the achievement of best value for money. Sound procurement processes are followed whereby the Bank is risk aware.

## CONTRACTS/SLAs WITH VENDORS:

The Bank's relationship with Vendors is governed by clear, transparent and detailed contracts and service-level agreements (SLAs). These, among others, include confidentiality, conflict of interest, anti-bribery and anti-corruption clauses and, where applicable, GDPR related clauses, as these are defined in relevant policies and procedures of the Bank. The rights, responsibilities and expectations of all parties are exhaustively covered by the contracts/SLAs. Vendors' arrangements are in compliance with the Bank's legal and regulatory requirements, where applicable. Additionally, they comply as a minimum, with their respective industry's legal requirements and where applicable industry best practices.

Payments made to suppliers in 2021 were €105,7 m out of which €92,8 m (88%) related to local suppliers

Some additional insight as to the Bank's procurement process:

- The Bank currently handles the entire tendering process electronically from the initial stage of issuing the request for proposals to the tender results/assignment award notification, including contract negotiations process up to contract signing (contracts currently being signed in printed form and stored in scanned-electronic form).
- Gradually, as the central procurement department grows and matures, the aim is to progress all other stages of the procurement cycle electronically in order to ensure an efficient and environmentally friendly management of all procurement requests.
- Procurement personnel carefully manage confidential information relating to potential/awarded assignments and safeguard intellectual property rights.
- The Procurement process ensures that products to be procured meet safety and quality standards prescribed under laws and regulations as well as industry standards.
- To the extent possible, the Bank ensures that its vendors are respectful to human/labour rights (non-Forced labour, non-Child labour, Foreign workers rights, Wages and welfare benefits, non-Discrimination) as well as green-environmental considerations.
- In addition, potential vendor involvement in criminal activity or bad practices are taken into consideration during the tendering process, as far as possible.

It should be noted that Procurement Evolution is one of the Bank's new Transformation Project Initiatives, whereby a new Procurement Target Operating Model will be designed and gradually implemented in 2023. The initiative includes the implementation of an end-to-end procurement system to accommodate the new operating model and introduce automation and further controls in the process. It is envisaged that the first modules to be implemented will be sourcing (tendering process), vendor onboarding/management, vendor risk management and contract management and relevant reporting/KPIs. Via this initiative the Bank's procurement process will progress in terms of maturity level.

# SOCIETY OUR ACTION PLAN FOR THE FUTURE

ISSUE	ACTIONS AND TARGETS	RELEVANT SDGS	PROGRESS
Consumer Protection and Responsible Marketing	<ul style="list-style-type: none"> <li>All campaigns will continue to be in line with relevant legislation and directives in relation to the marketing of financial services.</li> </ul>		↻
Customer Privacy	<ul style="list-style-type: none"> <li>All processing of personal data will be carried out in accordance with GDPR requirements.</li> </ul>		↻
Community Investment and Impact on Society	<ul style="list-style-type: none"> <li>The Bank is committed to continue its contribution to Society via donations, sponsorships and other activations.</li> <li>We will continue to contribute and donate to a number of charity organisations, NGOs and Societies targeting vulnerable groups of the Society.</li> <li>Ensure that during the preparation and implementation of the marketing plan and budget no less than 5% of the overall budget is allocated to projects/activations that contribute to society</li> <li>The Volunteers Team will implement a number of specific initiatives under various pillars (society, environment, sports) within 2021-2022.</li> </ul>		↻ ↻ ↻ ↻



# OUR PERFORMANCE SOCIETY

Consumer Protection and Responsible Marketing

Customer Privacy

Community Investment and Impact on Society





# CONSUMER PROTECTION AND RESPONSIBLE MARKETING

## CONSUMER PROTECTION AND RESPONSIBLE MARKETING

Any conflict between the interests of customers and the interests of the Bank and/or Bank personnel should be addressed and managed, ensuring the fair and responsible use of products and services.

The Bank is a member of both the Cyprus Advertising Regulation Organisation (CARO) and the Cyprus Advertisers' Association (CAA) and pays attention to be fully compliant with advertising law and regulations.

CARO is a non-profit company with the main objective of monitoring and controlling that any advertisement in Cyprus is legal, decent, honest, truthful, socially responsible and consistent with the current legislation and the principles of fair competition. CARO is a self-regulatory organisation within the communications industry involving all three key stakeholders:

- Companies buying advertising,
- Advertising and/or creative agencies and
- Media organisations disseminating/transmitting advertisements.

The CAA is a non-profit organisation representing companies advertising in all fields and in all aspects in Cyprus. Amongst other things, they preside over the Survey Control Committee, ensuring that the data used by companies for purchasing television time are audited by independent auditors.

## COMMUNICATING WITH THE MEDIA — HELLENIC BANK PRESS OFFICE

In engaging with the Media, we communicate about our performance, products and services in an open, transparent and timely manner. The PR and Communications team strives to act as a reliable partner in this context.

The 2021 top priority was to communicate internally and externally our digital migration. Our aim was to promote our profile as a customer centric organisation, putting the customer at the centre of our attention, by improving customers' experience through digitalisation, streamlining of our procedures and by offering simple and competitive products.

Emphasis was given on promoting all actions taken, Book a Meeting feature, Connect Corners in branches, Customer Contact Center services upgrade, in order to add to the efforts of shifting our customers to Online Banking for faster, safer and easier services and to other alternative channels. Equally important was to promote our investments in the implementation of sustainable practices and support of "green" initiatives and businesses in order to lead the Green Economy.

The Press Office was actively engaged in promoting all CSR activities of the Bank. More than 23 press releases, 16 articles and 22 magazine supplements featured in numerous press and online media regarding our CSR actions.



# CUSTOMER PRIVACY



Technological developments and globalization have brought new challenges in relation to the protection of personal data. Technology allows the use of personal data on unprecedented scale resulting to a significant increase in collection and sharing of personal data.

In order to ensure a consistent and high level protection of natural persons and remove the obstacles to flows of personal data within the European Union (EU), an EU Data Protection framework was adopted in the form of a Regulation (EU 2016/679), namely the General Data Protection Regulation (GDPR), which is directly applicable in all Member States. The GDPR has replaced the previously applicable EU Directive 95/46/EC on the protection of individuals with regard to the processing of personal data and on the free movement of such data.

From 25 May 2018, the provisions of the GDPR apply. Furthermore, the Cyprus law on processing of personal data "Protection of Natural Persons with Regard to the Processing of Personal Data and for the Free Movement of Such Data Law 125(I) of 2018 (Law)" was published in the Official Gazette on 31 July 2018. The Law supplements the GDPR and with the entry into force of its provisions, the Processing of Personal Data (Protection of the Individual) Law of 2001 as amended was abolished.

Considering the large volume of data and the complexity of its processing activities, involving personal data, and the possible risks to the people's rights and freedoms, the Bank has developed and continuously enhances a culture of compliance for GDPR/protection of personal data so as to increase public trust. The Bank also implements appropriate technical and organisational measures to fulfil the requirements of the regulatory framework concerning protection of personal data of natural persons including the GDPR and the Law.

The Group has established and keeps developing a Data Protection Program to:

1. Implement and maintain effective and transparent policies and procedures for personal data processing.
2. Ensure it can respond to requests from both the supervisory authority and data subjects.
3. Continuously enhance its organisational and technical measures to ensure implementation of the GDPR and the Law.
4. Monitor its activities that involve personal data of natural persons and ensure that relevant risks are continuously and effectively managed.





Pursuant to the GDPR provisions, the Group has appointed a Data Protection Officer (DPO), and communicated this to the Commissioner for Personal Data Protection (Commissioner). The DPO must be involved properly and in a timely manner in all issues relating to personal data protection. Ensuring that the DPO is informed and consulted from the outset facilitates compliance and promotes a privacy by design approach. The DPO is supported by the Data Protection Office.

The Bank has adopted the Data Protection Policy (DPP) to prevent any acts of unlawful processing of personal data and ensure compliance with the Bank's obligations as per the prevailing national and European regulatory framework.

The DPP sets out the basis on which any personal data are collected/ processed and outlines the measures that must be taken to ensure that the privacy and security of personal information is respected throughout the organisation.

Processing personal data of natural persons must be conducted in accordance with the data protection principles as set out in the GDPR. The Bank's policies and procedures are designed/ monitored to ensure compliance with these principles.

During 2021, the Bank handled 70 personal data breaches with due care ensuring compliance with the requirements of the GDPR, informing the Commissioner and/or the data subjects involved where such notification was required and taking immediate corrective action for the avoidance of similar incidents in the future. During 2021 there were no decisions against the Bank from the Commissioner.



# COMMUNITY INVESTMENT AND IMPACT ON SOCIETY

## TAKING THE LEAD IN ENVIRONMENTAL AND COMMUNITY INITIATIVES

Cognizant of our responsibility to the environment and the community, we have placed their safeguarding at the centre of our strategy. By adopting sustainable practices, financing 'green' businesses, and participating in a series of related initiatives, the Bank's aim is to have a positive impact on society. Therefore, we emphasize on sustainable practices and supporting 'green' initiatives and businesses.

The immediate response and support to the community, and the economy, during the Covid-19 pandemic crisis, the robust engagement in volunteerism by our staff, and the digitalization of the Bank's services, providing outstanding services to the public are just some of the actions taken.

We maintain an open dialogue with local authorities, communities, various non-governmental organisations (NGOs) and organised associations in the society in order to create, enhance and maintain relationships and at the same time support their projects.

The most important areas of social investment for Hellenic Bank in 2021 were the environment, health related, social support, education and culture. Some of our projects that we implemented in 2021 are described in the following sections.

## SUPPORTING ENVIRONMENT, HEALTH, EDUCATION, LOCAL COMMUNITIES AND CULTURE

Despite the Covid-19 outbreak, the employees and Hellenic Bank Volunteer team remained active through a series of volunteering initiatives implemented in 2021.

### HONORARY RECOGNITION



During 2021, the Bank was honoured with an award from the Pancyprian Volunteerism Coordinative Council (PVCC) regarding the initiative #HBVolunteersChallenge that was

launched for the first-time in 2020 within the framework of Pancyprian Volunteerism Week. Through this challenge, employees made a generous contribution to the society and the environment with the implementation of more than 200 initiatives.



**Nomination for "6th CSR & Volunteering Competition"**  
(Pancyprian Volunteerism Coordinative Council)

Additional to the above, the Bank was nominated for the "6th CSR & Volunteering Competition" organised by the Pancyprian Volunteerism

Coordinative Council (PVCC) for the Bank's contribution to the society and the environment.

## ENVIRONMENT

### PRICELESS PLANET COALITION

We are a member of the Priceless Planet Coalition, an environmental initiative under the auspices of Mastercard. Leading banks from around the globe are taking part in this initiative. The network coordinates the environmental actions of consumers, financial institutions, merchants, and cities, in a bid to amplify outcomes and the positive impact of their actions. Among other things, the initiative committed to planting 100 million trees around the planet by 2025. In the context of this collaboration, we have issued eco-friendly cards made of materials listed on Mastercard's directory of sustainable materials. The new cards require 82% less PVC, translating into savings of more than 20km of plastic per year.

In addition, Hellenic Bank had a surprise for its customers on World Earth Day 2021 with the message "#PlantItForward!". Specifically, on Thursday, 22 April, gave customers who visited ATMs outside its branches in Nicosia, Limassol and Paphos a pleasant surprise. Representatives of Hellenic Bank offered each customer a single tree to plant, thus contributing to the increasing the number of trees on our planet.

### "ECO-SCHOOLS" PROGRAM

In cooperation with CYMEPA, the Bank continues to provide its long-standing support of more than 20 years for the "Eco- Schools" program in Cyprus which has achieved great success. More than 220 public and private schools with over 40,000 students and 5,000 teachers participated in this program each year. Eco-Schools is an empowering program





€160k

Scholarships Awards and Educational activations



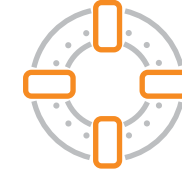
€63k

Environmental activations



€39k

Social Support Programs



€82k

Local communities and culture



€123k

Health related activations & projects

where young people are given a voice in the sustainable and environmental management and policies of their schools, ultimately steering them towards certification. After three consecutive years, the prestige from this hard work comes with being awarded a Green Flag, a symbol of persistence, awareness and thoughtful restructuring.

The Eco-Schools Programme is an ideal opportunity for educational settings to embark on a meaningful path towards contributing to the environment and rewiring the mindsets of the school and the local community while at the same time having a life-long positive impact on the lives of young people, their families, school staff and local authorities.

**“BE GREEN, KEEP IT ON THE SCREEN” INITIATIVE**

Our customers were encouraged to choose e-statements and save on paper usage while we participate and sponsor dozen reforestations across the country, supporting the Department of Forests and other local environmental organisations like Prasini Aspida.

Specifically, the customers received, along with their account statement, an application informing them about the option to receive the statement via email instead of by post, thus making a positive contribution by protecting the environment and conserving paper.

**CYPRUS ENERGY SYMPOSIUM**

Our annual support of the Cyprus Energy Symposium is also worth mentioning, where we are given the opportunity to engage with key stakeholders in this sector while informing the public about the recent developments.

**LET’S DO IT CYPRUS**

Hellenic Bank is a strategic supporter of ‘Let’s Do it Cyprus’ which is part of the ‘Let’s Do it World’ campaign implemented in 94 countries that aims to clean rubbish from the world.

The goal of ‘Let’s Do it Cyprus’ is to clean up the waste from around the island in a single day through the participation of thousands of volunteers. The government, local authorities, private companies, community service companies, recycling companies, non-governmental organizations, associations and schools all participate in this effort to achieve a better environment.

**ATHALASSAS NATIONAL FOREST PARK CLEAN-UP EVENT**

The Hellenic Bank Volunteer Team was actively involved in the actions of the “Let’s Do It Cyprus”. The Bank once again

provided multifaceted support to the institution to make this campaign come true and organised a voluntary clean-up event in the Athalassas National Forest Park. The Bank’s Volunteer Team took part in the event with the motto #stoxerisou.

**PRIMARY SCHOOLS TREE PROGRAM 2020-2021**



The Bank has formed a strategic cooperation with the Commissioner for the Environment for the implementation of the ‘Primary Schools Tree Program 2020-2021’. The Program concerned the tree-planting on the high railings around the schools, where the Bank covered the costs of the trees, water systems etc. The Hellenic Bank Volunteer team completed the tree planting in 16 schools all over Cyprus, with the support of the Department of Forests and respective schools’

representatives. The goal is for these schools, to get greener and to become quieter, as the trees will also function as sound insulators, investing in the better education of the students.

**COASTAL CLEAN-UP EVENT AT ZYGI**



To mark the occasion of the World Maritime Day, the Bank organised a coastal clean-up event at Zygi. The event was carried out under the auspices of the Shipping Deputy Minister to the President, the Commissioner for the Environment, as well as the President of Zygi’s Community Council and local authorities. During the event, Hellenic Bank Volunteer team had the opportunity to learn how to make a positive impact to the environment and protect marine life. In addition, a selection of employees assisted in carrying out

a content analysis of the waste and litter collected on the beach, in cooperation with a representative from CYMEPA.

**HEALTH RELATED PROJECTS**

Throughout its history, Hellenic Bank has provided support to Europa Donna, Movember, Pasykaf (Cyprus Association of Cancer Patients and Friends), Miniature Horse Therapy «Majestic», Elpida foundation, Karaiskakio, Medlook, Melathron Agoniston EOKA, Ronald McDonald House Charities and other organisations by supporting their health related mission and initiatives.

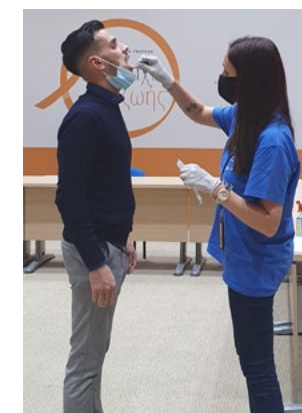
**KARAISSAKIO FOUNDATION**

We proudly support the work of the Karaiskakio Foundation taking part in the ‘Partnership for Life’ – a business and social network supporting the objectives, community outreach, but also the vision of the Foundation in its fight against leukemia. Since children, and their future, comprise a key component of our ESG initiatives, we support the modern diagnostic and research centre for children’s cancer at the Karaiskakio.

We have taken several steps in this regard, such as sponsoring the Awards Ceremony for transplant donors over the past two years, sponsoring the “Leukemia Month” (September), and organising volunteer sample-taking from staff members.

Our latest action is supporting the creation of “Bone Marrow Donor Registration Booths” that are located in various public places throughout Cyprus, giving the opportunity to everyone, aged 18-45, to give a saliva sample and register as a Donor by themselves.

**BONE MARROW SAMPLING EVENTS**



The Bank organised internally two sampling events in order to support the efforts towards the increase of the National Register of Potential Organ Donors and Cyprus Archive of Bone Marrow Donors - Karaiskakio Foundation. One of the events was dedicated to help a colleague who is dealing with Hematologic Malignancy who was in search to identify a compatible bone marrow donor immediately.



**BLOOD DONATIONS:**

On the occasion of the International Blood Donation Day - Volunteer Blood Donor, the Bank carried out for another year a Pancyprian Voluntary Staff Blood Donation. Also, within the framework of the Pancyprian Volunteer Week, and due to the urgent need of Blood Donors all over Cyprus, the Bank organised another Staff Blood Donation in memory of all our loved ones and colleagues who passed away. Blood donations are organised in collaboration with the Ministry of Health - Blood Center, taking all necessary measures to minimise the spread of COVID-19. Contributing to this sacred purpose, the team of volunteers and employees of the Bank responded positively to the call.

**MAJESTIC MINIATURE HORSE THERAPY**

Hellenic Bank is one of the main sponsors of the “Miniature Horse Therapy” project operated by the non-profit organization MAJESTIC which was established in Cyprus to offer ‘horse healing’ services or equine-assisted therapy to children with disabilities and other health problems. Events with the two trained miniature horses, ‘Mini’ & ‘Helen’, are organised in hospital units, special schools and nursing homes to bring some charm to the patients’ lives, as well as to give courage, strength and hope to the children in need. Accompanying the miniature horses during the visits are psychologists and nursing staff. The program is ideal for children with special needs, cancer and rare diseases, behavioural disorders, psychiatric problems, as well as for children with neurological problems and those that have suffered abuse.

**MOVEMBER**

The Bank supported Movember Cyprus 2021 in a different way this year under the slogan ‘Together we change the face of men’s health!’. Several activities and events along with the staff’s active participation have been running, as the Bank continues to offer its support towards preventing, raising awareness and treating prostate cancer, testicular cancer, and men’s mental health.





Hellenic Bank staff members were encouraged to grow their moustache as part of the Movember Cyprus campaign and take an active role in raising awareness about men's health, with the motto "Because one moustache can make a difference!" and then shave it at the "MO shaving event" organised by the Bank. The moustache has been the driving symbol of Movember, a global organisation committed to raise awareness on men's health issues. During the 'MO Shaving Event' and in collaboration with a credible clinical laboratory the Bank offered Free PSA tests to its interested male employees over 45 years old, in all districts.

#### COUNTERING THE PSYCHOLOGICAL EFFECTS OF COVID-19 CRISIS

Regarding the Covid-19 crisis, the Bank continued its support to the society through the 1471 line for psychological support due to the pandemic consequences which was set up in partnership with the Pancyprian Society of Psychologists. We offered financial assistance so that professional psychological support can be provided free of charge to patients, their loved ones and anyone who needs to talk to professional psychologists in any area of specialisation because of the crisis we are experiencing.

In addition, we have hosted the Hope for Children CRC Policy Center National Conference: "The impact of Covid-19 pandemic on the welfare of the children". The conference brought together children and stakeholders, professionals, representatives of local authorities and talked about the pandemic and the impact it had on children's lives as well as the measures taken to prevent the challenges raised.

#### EDUCATION

##### MIGRATING CUSTOMERS TO DIGITAL – ALL DIGITAL ALL EASY

Within the framework of our ongoing efforts to educate our customers, we introduced additional Connect Corners in 2021, bringing the total to forty (40) our branches across Cyprus. Connect Corners are specially designed spaces inside branches where experienced staff (our Meeters & Greeters) assist and offer guidance to our customers, so they become familiar with the digital tools and services available to them, allowing them to carry out their daily banking transactions easier, faster and cheaper.



Our digital transformation has made banking transactions easier and faster than ever thanks to the upgraded Hellenic Bank Mobile App. Customers can obtain a debit card by simply calling our Customer Contact Centre – without having to visit their branch – and have all of their questions answered. Additionally, customers can register on the bank's digital channels available and also 'book a meeting' with a bank representative, with a choice of either meeting them in person or digitally, on our website.

#### STUDENT AWARDS

Hellenic Bank has offered recognition awards to best performing University Students all over Cyprus and supported projects encouraging local students to participate in competitions abroad.

#### EDUCATIONAL EVENTS & CONFERENCES

Organised and curated by the University of Nicosia and Global Training, Life Changing Ideas series of talks and events brings together students and businesspeople across all industries to learn from and to be inspired by some of the world's most renowned business figures. The series are being presented by Hellenic Bank for the 6th consecutive year.

In addition, the Bank participated and supported a number of conferences, informing the public about the current situation and educating people in various fields, like the "Agriculture conference", the "Healthcare investment conference", the "Tourism Outlook & Opportunities in a challenging environment", the "Supply Chain and Logistics Conference" and the "Reflect Festival".

#### HELLENIC BANK SCHOLARSHIPS

The Bank continues to provide financial support to winning graduates of the Jumpstart Scholarship Programs of years 2019 and 2020. The scholarships were awarded based on predetermined social, economic and academic criteria.

#### CONTRIBUTION IN TRAINING PROGRAMS FOR STUDENTS

Every year, the Association of Cyprus Banks, in cooperation with Junior Achievement and under approval of the Ministry of Education, organises two training programs for Primary & High school students from all over Cyprus.



"More than Money" programme aims to familiarise children with concepts related to society and the economy, such as money management, savings, business creation, ethical decision-making in financial transactions and international trade.

- 3 classroom sessions (Duration: 80min each session)
- Primary School students from all over Cyprus
- March\* 2021
- Contribution of Hellenic Bank: 12 members of the staff took the role of mentor

*\*March is the "European Money Week", in which schools around Europe, organise financial literacy activities in order to improve the economic literacy of students.*

"Economics for Success" programme aims to provide practical information on private finance, as well as the importance of identifying education and career objectives, based on students' skills, interests and values.

- 1 full day classroom program (Duration: 5.20 hours)
- High School students from all over Cyprus (December 2021)
- Contribution of Hellenic Bank: 18 members of the staff took the role of mentor.

#### LOCAL COMMUNITIES, SPORTS & CULTURE

Throughout its existence, Hellenic Bank has been supporting cultural productions, local community festivals, exhibitions, events, festivals, local theatre performances and other initiatives like the Fairy Tale Museum in Nicosia and the Avantgarde Cultural Foundation.

The bank also offered its support to several local athletic events and organisations.

Additionally, the Head Office building of the Bank is offered to several organisations in order to host their events. In 2021 more than 20 events of organized groups took place at the Paschalides Hall despite the pandemic.

#### SOCIAL SUPPORT PROGRAMS

During 2021, the Bank have participated in initiatives aimed at easing social problems, supporting families and other organisations who actively engage in supporting the needy and vulnerable groups within the community.

The Bank continued to support campaigns of reputable foundations such as Hope for Children, Europa Donna, One Dream One Wish, Red Cross, Sophia Foundation, Elpida Foundation, Vagoni agapis, Round Table 7, Light it up blue for Autism, Make a Wish, various food banks as well as other NGOs and charity organisations initiatives.

#### #HBVOLUNTEERSCHALLENGE

On the occasion of the Pancyprian Volunteerism Week, the Bank invited all Divisions/ Units to participate in the second #HBVolunteersChallenge initiative, which aimed to involve all employees in volunteering actions. Employees made a generous contribution and despite the COVID-19 restrictions, their contribution was very moving. Among other initiatives, the #HBVolunteersChallenge campaign was completed successfully with more than 2.290 voluntary participations from employees, the collection of more than €17.400 in donations, the financial support of 19 Charitable Organisations & Associations, the distribution of 470 "parcels of love" to families and elderly in need and the support of 47 families through the "Adopt a Family for Christmas" campaign, which was once again launched by the Pancyprian Volunteerism Coordinative Council.







**BACK TO SCHOOL SUPPLIES FOR ALL CHILDREN**

A Pancyprian campaign to collect school supplies for children of vulnerable families was organised by the Pancyprian Volunteerism Coordinative Council (PVCC). The Bank supported this campaign by donating among others, desks, bookcases, chairs, school bags, stationery etc. and brand-new school supplies to the children through PVCC.

**LET'S PLANT IT'**

Within the framework of our Bank's ESG strategy (Environment & Society pillars), and the actions supported by the Hellenic Bank Volunteer Team, we participated at the 'Let's Plant It' voluntary initiative that took place in the fire affected areas in Cyprus. This initiative aimed to support the residents in the areas of Ora, Odos, Arakapa, Agioi Vavatsinias, Eptagonia and Melini, by replanting 1800 fruit trees in their farmlands, an action that in the future will help them rebuild their businesses. Over and above the support for the replanting, the Bank offered financial support to the organiser of this initiative.



**WOMEN'S DAY**

March 8 has been established worldwide as Women's Day and Hellenic Bank "celebrated" this day by participating in the global campaign IWD2021. The campaign's theme was #ChooseToChallenge with its hand raised gesture that

signifies solidarity in choosing to challenge and call out gender bias, stereotyping and discrimination. A video was created with the participation of staff inspired by the global campaign IWD2021 #ChooseToChallenge. At the same time, as every year, a donation was made to support the efforts of the Non-Profit Organization Europa Donna.

**PARTICIPATION IN A BEACH VOLLEY TOURNAMENT TO SUPPORT ONE DREAM ONE WISH**

Hellenic Bank supported and participated in the CSC Charity Beach Volley Tournament 2021 organised by the Cyprus Shipping Chamber. Proceeds from the tournament were donated to the "One Dream, One Wish" Charitable Foundation for another year in a row.



**HUMANITARIAN AID FOR FIRE AFFECTED AREAS IN CYPRUS**

The Bank supported our compatriots affected by the fire. In respond to the urgent needs that were created, cleaning and personal hygiene products were delivered at the Skarinou Coordination Centre for the affected families of the catastrophic fire in the mountainous areas of Limassol and Larnaca. In this effort the Hellenic Bank Volunteer team was activated for assistance under the monitoring of the Citizen's Commissioner office (Office of the Volunteerism Commissioner), on the separation of these items with the aim of immediate distribution to the affected families.



**Humanitarian Aid for affected communities by the deadly fires in Cyprus in numbers**

(Skarinou Coordination Centre - July 2021)



**6 days in total**  
(between 04/07 – 09/07)  
Volunteers are assisting at the Skarinou Coordination Centre



**20 volunteers**  
helped in the collection and packaging of various kind of supplies at the Skarinou Coordination Centre



**80 helping hours**  
almost were donated by Hellenic Bank Volunteers team (during and after working hours)



**172 boxes**  
of cleaning and personal hygiene products were donated by Hellenic Bank for the fire victims







# ADDITIONAL INFORMATION





# GRI CONTENT INDEX

## GENERAL DISCLOSURES

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)	
<b>ORGANISATIONAL PROFILE</b>			
<b>GRI 102: GENERAL DISCLOSURES 2016</b>	GRI 102-1	Name of the organisation	Please refer to page 45, Note 1 of the 2021 Annual Financial Report About this Report page 2
	GRI 102-2	Activities, brands, products, and services	How we create value, Page 16 <a href="https://www.hellenicbank.com/portalserver/hb-en-portal/en/about-us">https://www.hellenicbank.com/portalserver/hb-en-portal/en/about-us</a>
	GRI 102-3	Location of headquarters	Please refer to page 45, Note 1 of the 2021 Annual Financial Report Incorporation, Activities and Branch Network, Pages 20-21.
	GRI 102-4	Location of operations	Please refer to page 1 of the 2021 Annual Financial Report Incorporation, Activities and Branch Network, Pages 20-21.
	GRI 102-5	Ownership and legal form	Group Financial Results presentation, for the year ended 31 December 2021, Slide 50
	GRI 102-6	Markets served	How we create value, Page 16 Annual Financial Report 2021, Page 1
	GRI 102-7	Scale of the organisation	Hellenic Bank Group Annual Financial Report 2021 page 1, Incorporation, activities and branch network pages 20-21
	GRI 102-8	Information on employees and other workers	Employee Management and Engagement, Pages 44-49 Labour Practices/Labour Rights, Pages 50-57

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)	
	GRI 102-9	Supply chain	Our products, services and business model, Page 16 Economic Performance & Financial Resilience, Pages 80-81 Internal Environmental, Energy and Waste management, Pages 60-69 Procurement practices, Pages 98-99 Communicating and understanding our Stakeholders, Pages 36-39
	GRI 102-10	Significant changes to the organisation and its supply chain	Transformation, Pages 84-85 How we create value, Page 16
	GRI 102-11	Precautionary Principle or approach	Environmental/Social considerations into Investment, Pages 70-77 Risk Management Pages 92-94
	GRI 102-12	External initiatives	Internal Environmental Management/Impacts, Pages 60-69 Customer Satisfaction, Pages 90-95
	GRI 102-13	Membership of associations	Corporate Affairs Page 83

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>STRATEGY</b>		
GRI 102-14	Statement from senior decision-maker	CEO's Message, Pages 6-7
GRI 102-15	Key impacts, risks, and opportunities	Internal Environmental, Energy and Waste management, Pages 60-69 Environmental/Social considerations into Investment, Pages 70-77 Risk Culture, Pages 92-95 Governance, Pages 22-25 Compliance and Anti-Corruption, Pages 96-97
<b>ETHICS AND INTEGRITY</b>		
GRI 102-16	Values, principles, standards, and norms of behavior	<a href="https://www.hellenicbank.com/portalserver/hb-en-portal/en/about-us">https://www.hellenicbank.com/portalserver/hb-en-portal/en/about-us</a> Annual Financial Report 2021 Pages 241, 245 Our common Purpose, Page 12
GRI 102-17	Mechanisms for advice and concerns about ethics	Risk Culture, Pages 92-95 Governance, Pages 22-25 Compliance and Anti-corruption, Pages 96-97
<b>GOVERNANCE</b>		
GRI 102-18	Governance structure	Risk Culture, Pages 92-95 Governance, Pages 22-25
GRI 102-19	Delegating authority	Risk Culture, Pages 92-95 Governance, Pages 22-25 How we create value, Page 18

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	Environmental, Social and Governance, Page 24
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	Environmental, Social and Governance, Page 24 Communicating and understanding our stakeholders, Pages 36-39
GRI 102-22	Composition of the highest governance body and its committees	<a href="https://www.hellenicbank.com/portalserver/hb-en-portal/en/about-us/investor-relations/management-team/corporate-governance">https://www.hellenicbank.com/portalserver/hb-en-portal/en/about-us/investor-relations/management-team/corporate-governance</a> Governance and Risk Culture, Pages 22-25, 92-95 Environmental, Social and Governance, Page 24
GRI 102-23	Chair of the highest governance body	Risk Culture, Pages 92-95 Governance, Pages 22-25
GRI 102-24	Nominating and selecting the highest governance body	Annual Financial Report 2021, Page 252 Risk Culture, Pages 92-95 Governance, Pages 22-25 Environmental, Social and Governance, Page 24
GRI 102-26	Role of highest governance body in setting purpose, values, and strategy	Environmental, Social and Governance, Page 24 Our common purpose Page 12 Annual Financial Report 2021, Page 241
GRI 102-28	Evaluating the highest governance body's performance	Governance, Page 23
GRI 102-29	Identifying and managing economic, environmental, and social impacts	Internal Environmental, Energy and Waste management Pages 60-69 Economic Performance & Resilience, Pages 80-83 Materiality Pages 28-30
GRI 102-30	Effectiveness of risk management processes	Risk Culture, Pages 92-95 Governance, Pages 22-25
GRI 102-31	Review of economic, environmental, and social topics	Risk Culture, Pages 92-95 Governance, Pages 22-25 Materiality Pages 28-30
GRI 102-32	Highest governance body's role in sustainability reporting	Risk Culture, Pages 92-95 Governance, Pages 22-25 Environmental, Social and Governance, Page 24
GRI 102-33	Communicating critical concerns	Risk Culture, Pages 92-95



GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
	GRI 102-34 Nature and total number of critical concerns	Risk Culture, Page 94
	GRI 102-35 Remuneration policies	Risk Culture, Pages 92-95 Governance, Pages 22-25 Annual Financial Report 2021, Page 247
<b>STAKEHOLDER ENGAGEMENT</b>		
	GRI 102-40 List of stakeholder groups	Communicating and understanding our Stakeholders, Pages 36-39
	GRI 10-41 Collective Bargaining agreements	Employee Management and Engagement Pages 44-49 Labour Practices/Labour Rights Pages 50-57
	GRI 102-42 Identifying and selecting stakeholders	Materiality Process and Results, Pages 28-30 Communicating and understanding our Stakeholders, Pages 36-39
	GRI 102-43 Approach to stakeholder engagement	Communicating and understanding our Stakeholders, Pages 36-39
	GRI 102-44 Key topics and concerns raised	Materiality Process and Results, Pages 28-30
<b>REPORTING PRACTICE</b>		
	GRI 102-45 Entities included in the consolidated financial statements	The Bank is the most material entity in the Group, thus the ESG Impact Report focuses on the Bank. Information regarding other legal entities is also included where this is considered material. Annual Financial Report 2021 note 25, page 109
	GRI 102-46 Defining report content and topic Boundaries	Materiality Process and Results, Pages 28-30
	GRI 102-47 List of material topics	Materiality Process and Results, Pages 28-30
	GRI 102-48 Restatements of information	Materiality Process and Results, Pages 28-30
	GRI 102-49 Changes in reporting	Materiality Process and Results, Pages 28-30
	GRI 102-50 Reporting period	About this report, Page 2
	GRI 102-51 Date of most recent report	Sustainability Report, published in June 2021

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
	GRI 102-52 Reporting Cycle	Annual, About this report, Page 2
	GRI 102-53 Contact point for questions regarding the report	esg@hellenicbank.com About this report, Page 2
	GRI 102-54 Claims of reporting in accordance with the GRI Standards	About this report, Page 2
	GRI 102-55 GRI content index	GRI Content Index, Page 114
	GRI 102-56 External Assurance	No
<b>MATERIAL TOPIC: GOVERNANCE AND RISK CULTURE</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1 Explanation of the material topic and its Boundary	Boundary: Internal Risk Culture, Pages 92-95 Governance, Pages 22-25
	GRI 103-2 The management approach and its components	Risk Culture, Pages 92-95 Governance, Pages 22-25
	GRI 103-3 Evaluation of the management approach	Risk Culture, Pages 92-95 Governance, Pages 22-25
<b>GRI 102: GENERAL DISCLOSURES 2016</b>	GRI 102-18 Governance structure	Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
	GRI 102-19 Delegating authority	Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
	GRI 102-20 Executive-level responsibility for economic, environmental, and social topics	Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
	GRI 102-21 Consulting stakeholders on economic, environmental, and social topics	Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
	GRI 102-22 Composition of the highest governance body and its committees	Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
	GRI 102-23 Chair of the highest governance body	Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
	GRI 102-24 Nominating and selecting the highest governance body	Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
	GRI 102-30 Effectiveness of risk management processes	Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)

# TOPIC SPECIFIC DISCLOSURES ECONOMIC

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>MATERIAL TOPIC: ECONOMIC PERFORMANCE &amp; FINANCIAL RESILIENCE</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal, external Economic Performance & Financial Resilience, Pages 80-83
	GRI 103-2	The management approach and its components Economic Performance & Financial Resilience, Pages 80-83
	GRI 103-3	Evaluation of the management approach Economic Performance & Financial Resilience, Pages 80-83
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>	GRI 201-1	Direct economic value generated and distributed Economic Performance & Financial Resilience, Pages 80-83
<b>GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016</b>	GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices Please refer to note 40 (Contingent liabilities and commitments) of the Annual Financial Report 2021 (Page 144)
<b>MATERIAL TOPIC: ANTI-CORRUPTION</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal, external Compliance and Anti-Corruption, Pages 98-99
	GRI 103-2	The management approach and its components Compliance and Anti-Corruption, Pages 98-99
	GRI 103-3	Evaluation of the management approach Compliance and Anti-Corruption, Pages 98-99
<b>GRI 205: ANTI-CORRUPTION 2016</b>	GRI 205-1	Operations assessed for risks related to corruption Compliance and Anti-Corruption, Pages 98-99
	GRI 205-3	Confirmed incidents of corruption and actions taken Compliance and Anti-Corruption, Pages 98-99 No incidents of corruption reported

# SOCIAL

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>MATERIAL TOPIC: LABOUR PRACTICES/LABOUR RIGHTS</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal Labour Practices/Labour Rights, Pages 50-57
	GRI 103-2	The management approach and its components Boundary: Internal Labour Practices/Labour Rights, Pages 50-57
	GRI 103-3	Evaluation of the management approach Boundary: Internal Labour Practices/Labour Rights, Pages 50-57
<b>GRI 402: LABOUR/ MANAGEMENT RELATIONS 2016</b>	GRI 402-1	Minimum notice periods regarding operational changes We follow the requirements as described in relative Legislation, such as the Collective Redundancies Law, the Safeguarding of Employees' Rights in the Event of Transfers of Undertakings and the Consultation and Information Law. Labour Practices/Labour Rights, Pages 50-57
<b>GRI 401: EMPLOYMENT 2016</b>	GRI 401-1	New employee hires and employee turnover Employee Management and Engagement, Pages 40-49
	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees Labour Practices/Labour Rights, Pages 50-57
	GRI 401-3	Parental Leave Labour Practices/Labour Rights, Pages 50-57
<b>GRI 412: HUMAN RIGHTS ASSESSMENT 2016</b>	GRI 412-1	Operations that have been subject to human rights reviews or impact assessments Environmental/Social considerations into Investment, Pages 70-77 Labour Practices/Labour Rights, Pages 50-57
	GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening Environmental/Social criteria into investments, Pages 70-77
<b>MATERIAL TOPIC: HEALTH, SAFETY AND WELL-BEING</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal Health, Safety and Well-being Pages 53-55
	GRI 103-2	The management approach and its components Boundary: Internal Health, Safety and Well-being Pages 53-55
	GRI 103-3	Evaluation of the management approach Boundary: Internal Health, Safety and Well-being Pages 53-55



GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>	GRI 403-1	Occupational health and safety management system Health, Safety and Well-being Pages 53-55
	GRI 403-2	Hazard identification, risk assessment, and incident investigation Health, Safety and Well-being Pages 53-55
	GRI 403-3	Occupational health services Health, Safety and Well-being Pages 53-55
	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety Health, Safety and Well-being Pages 53-55
	GRI 403-5	Worker training on occupational health and safety Health, Safety and Well-being Pages 53-55
	GRI 403-6	Promotion of worker health in last column universal health coverage is provided to all employees Health, Safety and Well-being Pages 53-55
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships No significant negative occupational health and safety impacts that are directly linked to operations, products or services by business relationships are noted Health, Safety and Well-being Pages 53-55
	GRI 403-9	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related injuries Health, Safety and Well-being Pages 53-55

**MATERIAL TOPIC: TRAINING AND EDUCATION**

<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal Training and Education, Page 56-57
	GRI 103-2	The management approach and its components Training and Education, Page 56-57
	GRI 103-3	Evaluation of the management approach Training and Education, Page 56-57

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>GRI 404: TRAINING AND EDUCATION 2016</b>	GRI 404-1	Average hours of training per year per employee Training and Education, Page 56-57
	GRI 404-2	Programs for upgrading employee skills and transition assistance programs Training and Education, Page 56-57
	GRI 404-3	Percentage of employees receiving regular performance and career development reviews Employee Management and Engagement, Pages 44-49

**MATERIAL TOPIC: EMPLOYEE MANAGEMENT AND ENGAGEMENT**

<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal Employee Management and Engagement, Pages 44-49
	GRI 103-2	The management approach and its components Employee Management and Engagement, Pages 44-49
	GRI 103-3	Evaluation of the management approach Employee Management and Engagement, Pages 44-49
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>	GRI 405-1	Diversity of governance bodies and employees Employee Management and Engagement, Pages 44-49 Labour Practices/Labour Rights, Pages 50-57
	GRI 405-2	Ratio of basic salary and remuneration of women to men Employee Management and Engagement, Pages 44-49  Credit facilities with favourable terms and conditions were successfully provided to our employees

<b>GRI 406: NON-DISCRIMINATION 2016</b>	GRI 406-1	Incidents of discrimination and corrective actions taken No Incidents of discrimination are reported during 2021
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<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016</b>	GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk Employee Management and Engagement, Pages 44-49 Labour Practices/Labour Rights, Pages 50-57
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<b>GRI 408: CHILD LABOUR 2016</b>	GRI 408-1	Operations and suppliers at significant risk for incidents of child labour The Bank is not aware of its suppliers being at significant risk for incidents of child Labour, environmental issues and/or bad practices. Procurement practices, Pages 98-99
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GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>GRI 409: FORCED OR COMPULSORY LABOUR 2016</b>	GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	The Bank is not aware of its suppliers being at significant risk for incidents of child Labour, environmental issues and/or bad practices. Procurement practices, Pages 98-99
<b>GRI 412: HUMAN RIGHTS ASSESSMENT 2016</b>	GRI 412-1 Operations that have been subject to human rights reviews or impact assessments	Labour Practices / Labour Rights, Pages 50-57
	GRI 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	The Bank has a procedure for the management and continuous monitoring of environmental and social risks associated with the financing of corporate client facilities. Environmental/Social considerations into investments, Pages 70-77

**MATERIAL TOPIC: COMPLIANCE**

<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1 Explanation of the material topic and its Boundary	Boundary: Internal, external Compliance and Anti-Corruption, Compliance, Pages 98-99
	GRI 103-2 The management approach and its components	Compliance and Anti-Corruption, Compliance, Pages 98-99
	GRI 103-3 Evaluation of the management approach	Compliance and Anti-Corruption, Compliance, Pages 98-99
<b>GRI 419: SOCIOECONOMIC COMPLIANCE 2016</b>	GRI 419-1 Non-compliance with laws and regulations in the social and economic area	Please refer to note 40 (Contingent liabilities and commitments) of the Annual Financial Report 2021 (Page 144) 4 cases

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>MATERIAL TOPIC: CUSTOMER SATISFACTION</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1 Explanation of the material topic and its Boundary	Boundary: Internal, external Customer Satisfaction, Pages 88-91
	GRI 103-2 The management approach and its components	Customer Satisfaction, Pages 88-91
	GRI 103-3 Evaluation of the Management approach	Customer Satisfaction, Pages 88-91
<b>GRI 417: MARKETING AND LABELLING 2016</b>	GRI 417-1 Requirements for product and service information and labeling	Consumer Protection and Responsible Marketing, Page 102

**MATERIAL TOPIC: CONSUMER PROTECTION AND RESPONSIBLE MARKETING**

<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1 Explanation of the material topic and its Boundary	Boundary: Internal, external Consumer Protection and Responsible Marketing, Page 102
	GRI 103-2 The management approach and its components	Consumer Protection and Responsible Marketing, Page 102
	GRI 103-3 Evaluation of the management approach	Consumer Protection and Responsible Marketing, Page 102
<b>GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016</b>	GRI 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Refer to GRI 206-1 in Economic Performance & Financial Resilience (in GRI Content Index)
<b>GRI 417: MARKETING AND LABELLING 2016</b>	GRI 417-1 Requirements for product and service information and labeling	Refer to GRI 417-1 in Customer Satisfaction (in GRI Content Index)
<b>GRI 419: SOCIOECONOMIC COMPLIANCE 2016</b>	GRI 419-1 Non-compliance with laws and regulations in the social and economic area	Refer to GRI 419-1 in Compliance (in GRI Content Index)



# ENVIRONMENT

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>MATERIAL TOPIC: CUSTOMER PRIVACY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal, external Customer Privacy, Pages 103-104
	GRI 103-2	The management approach and its components Customer Privacy, Pages 103-104
	GRI 103-3	Evaluation of the management approach Customer Privacy, Pages 103-104
<b>GRI 418: CUSTOMER PRIVACY 2016</b>	GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data Customer Privacy, Pages 103-104
<b>MATERIAL TOPIC: COMMUNITY INVESTMENT AND IMPACT ON SOCIETY</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: external, Community Investment and Impact on Society, Pages 105-111
	GRI 103-2	The management approach and its components Community Investment and Impact on Society, Pages 105-111
	GRI 103-3	Evaluation of the management approach Community Investment and Impact on Society, Pages 105-111
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>	GRI 203-1	Infrastructure investments and services supported Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
	GRI 203-2	Significant indirect economic impacts Refer to GRI 102: General Disclosures 2016 (in GRI Content Index)
<b>MATERIAL TOPIC: INTERNAL ENVIRONMENTAL, ENERGY AND WASTE MANAGEMENT</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal, external Internal Environmental, Energy and Waste management, Pages 60-69
	GRI 103-2	The management approach and its components Internal Environmental, Energy and Waste management, Pages 60-69
	GRI 103-3	Evaluation of the management approach Internal Environmental, Energy and Waste management, Pages 60-69

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>GRI 302: ENERGY 2016</b>	GRI 302-1	Energy Consumption within the organisation Internal Environmental, Energy and Waste management, Energy Management, Pages 60-69
	GRI 302-3	Energy intensity Internal Environmental, Energy and Waste management, Energy Management, Pages 60-69
	GRI 302-4	Reduction of energy consumption Internal Environmental, Energy and Waste management, Energy Management, Pages 60-69
<b>GRI 305: EMISSIONS 2016</b>	GR 305-1	Direct (Scope 1) GHG emissions Internal Environmental, Energy and Waste management, Energy Management, Pages 60-69
	GRI 305-2	Energy indirect (Scope 2) GHG emissions Internal Environmental, Energy and Waste management, Energy Management, Pages 60-69
<b>MATERIAL TOPIC: ENVIRONMENTAL/SOCIAL CONSIDERATIONS INTO INVESTMENT</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary Boundary: Internal, external Environmental/Social considerations into Investment, Pages 70-77
	GRI 103-2	The management approach and its components Environmental/Social considerations into Investment, Pages 70-77 Internal Environmental, Energy and Waste management, Pages 60-69
	GRI 103-3	Evaluation of the management approach Environmental/Social considerations into Investment, Pages 70-77 Internal Environmental, Energy and Waste management, Pages 60-69
<b>G4 SECTOR DISCLOSURES, FINANCIAL SERVICES</b>	FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose Internal Environmental, Energy and Waste management, Pages 60-69
	FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose Internal Environmental, Energy and Waste management, Pages 60-69

# Other (COMPANY SPECIFIC)

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	PAGE NUMBER(S) AND/OR URL(S)
<b>MATERIAL TOPIC: TRANSFORMATION</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>	GRI 103-1	Explanation of the material topic and its Boundary
	GRI 103-2	The management approach and its components
	GRI 103-3	Evaluation of the management approach

# GLOSSARY AND DEFINITIONS

<b>AML:</b>	Anti-Money Laundering
<b>b:</b>	Billions
<b>BOD/Board:</b>	Board of Directors
<b>CEO:</b>	Chief Executive Office
<b>CE:</b>	Climate and environmental
<b>CSR:</b>	Corporate Social Responsibility
<b>EBRD:</b>	European Bank for Reconstruction and Development
<b>ECB:</b>	European Central Bank
<b>EED:</b>	European Energy Directive
<b>EnMS:</b>	Energy Management System
<b>ERMF:</b>	Enterprise Risk Management Framework
<b>ExCCB:</b>	Ex Cooperative Central Bank
<b>ESG:</b>	Environmental, Social and Governance
<b>E&amp;S:</b>	Environmental & Social
<b>GDPR:</b>	General Data Protection Regulation
<b>GHG:</b>	Greenhouse gas
<b>GRI:</b>	Global Reporting Initiative
<b>ISO:</b>	International Organisation for Standardisation
<b>k:</b>	Thousands
<b>m:</b>	Millions
<b>MREL:</b>	Minimum requirement for own funds and eligible liabilities
<b>NGOs:</b>	Non-Governmental Organisations
<b>Non-people managers:</b>	Staff with no other staff reporting to them
<b>NPA:</b>	Non-performing assets
<b>People managers:</b>	Staff with direct reports / subordinates
<b>RAF:</b>	Risk Appetite Framework
<b>SDG:</b>	Sustainable Development Goals
<b>SME:</b>	Small and medium-sized enterprises
<b>UN:</b>	United Nations



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