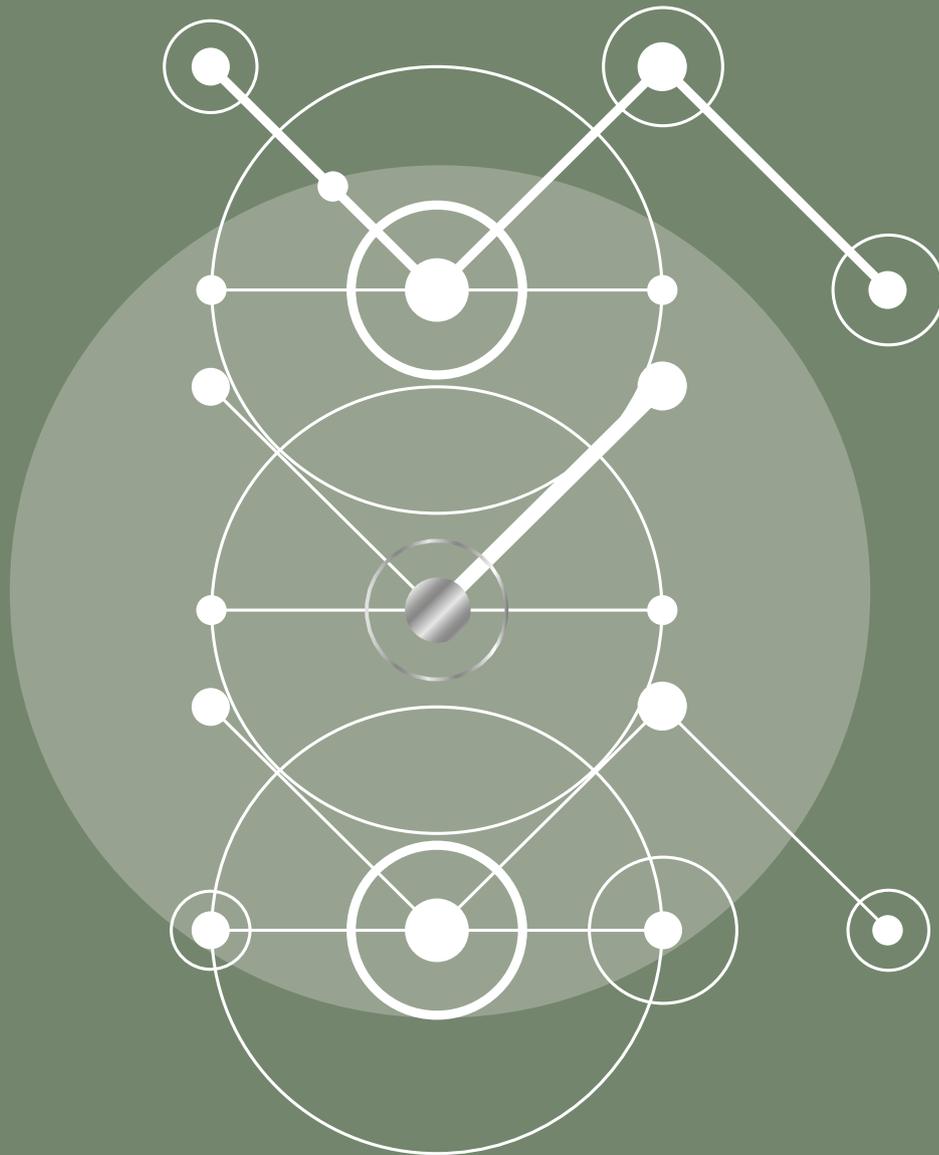


CORPORATE RESPONSIBILITY REPORT  
**2018**



A trade library with data for **more than 180 countries** including market trends and developments, consumer behaviour, macroeconomic and statistical information  
**200,000 importers** from **32 countries**  
 Strategic partnership with Banco Santander Greek and Cypriot **businesses participation** in one of the largest online networks which is supported by **International Banking Groups** in over **50 countries**



**120** Greek exporters  
**60** international buyers from **20 countries**  
**3,000** B2B meetings  
**13** International Banking Groups members of the Trade Club Alliance



**13,162** Group employees



**974** hours of employees and their families volunteer time



**8,000** enterprises  
**200** short listed  
**21** finalists  
**6** awards



**94.2%** of the Group' employees participated in training



**368,305** training man-hours Group wide



**6** cycles  
**730** start uppers have been welcomed at egg  
**100** start ups have formed companies  
**62** egg start ups have generated **€3.5** million in turnover  
**55** start ups have visited the largest international start up ecosystems



**82,568** participations in training programmes



**3rd** Fintech Competition Beyond Hackathon  
**72** groups participated in  
**3** competitions  
**9** awarded innovative ideas



economy

people

environment

society

The Great Moment for Education

**16** years  
**17,725** students  
**890** top performance high school graduates in 2018

**18** years  
proud sponsor of all  
Greek National Basketball teams  
**25** medals

**23.88%** reduction  
of electric energy  
consumption

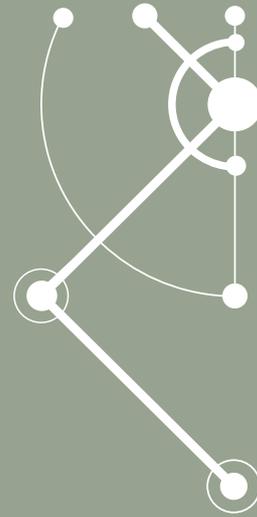
Apostoli  
Supports the Pupils  
**26,000** "parcels of love"

**61.91%** reduction  
of total greenhouse gas  
emissions

Savings:  
**200** school visits  
**15,000** piggy banks

Support of  
**40** non-governmental  
organisations all over Greece

Volunteering  
**576** employees /  
Team up members



# Sustainability. Corporate Responsibility. Corporate Governance.

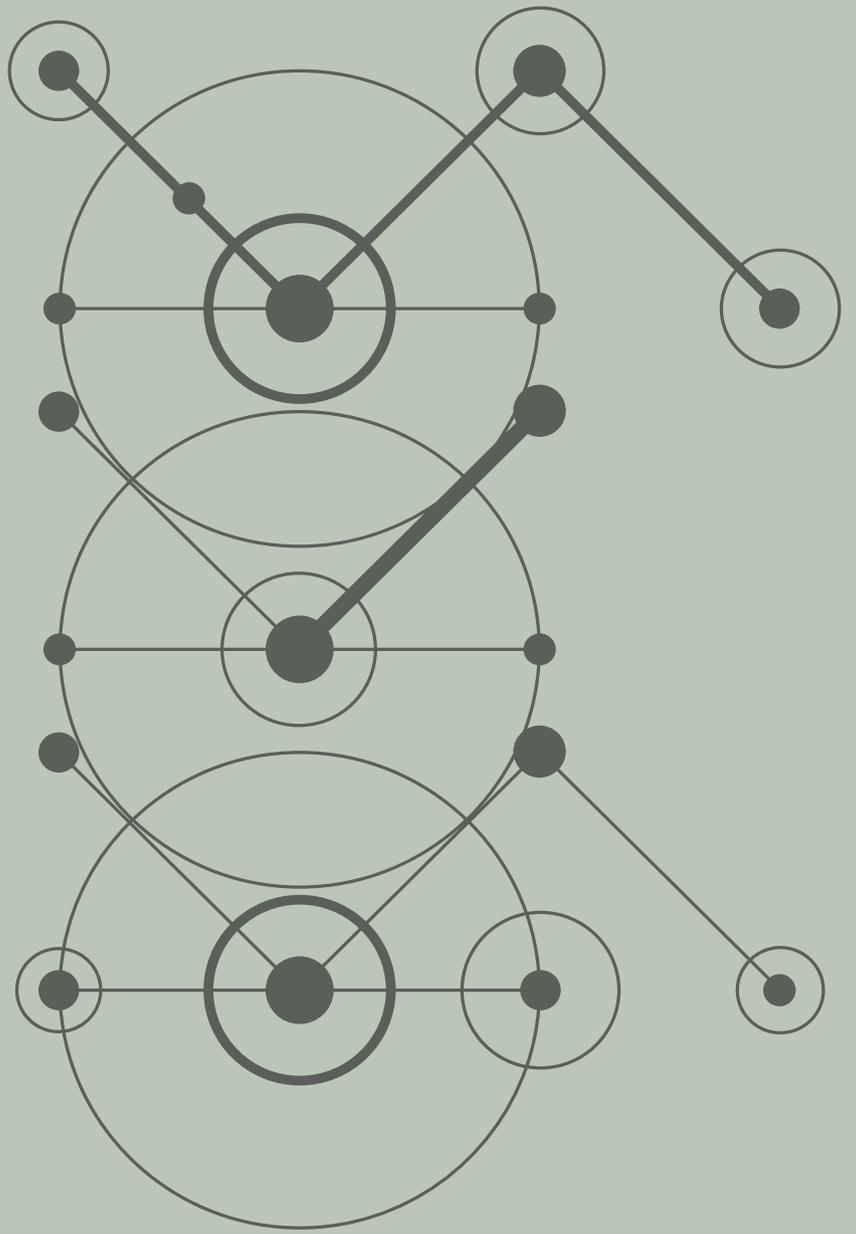
The driving force behind Eurobank's mechanism.

A mechanism that creates value by responding to the expectations of our stakeholders and satisfying their needs to create a more sustainable and competitive economy.

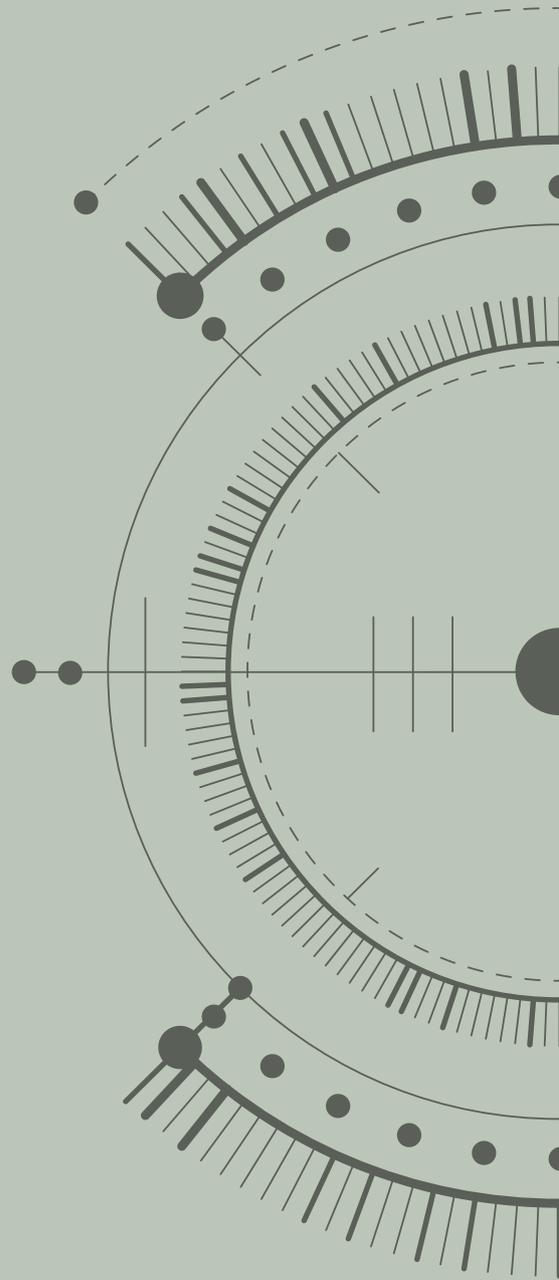
At Eurobank we are putting people first, because we continue to use innovative technological solutions, to operate with transparency and to promote practices of professional ethics and social responsibility.

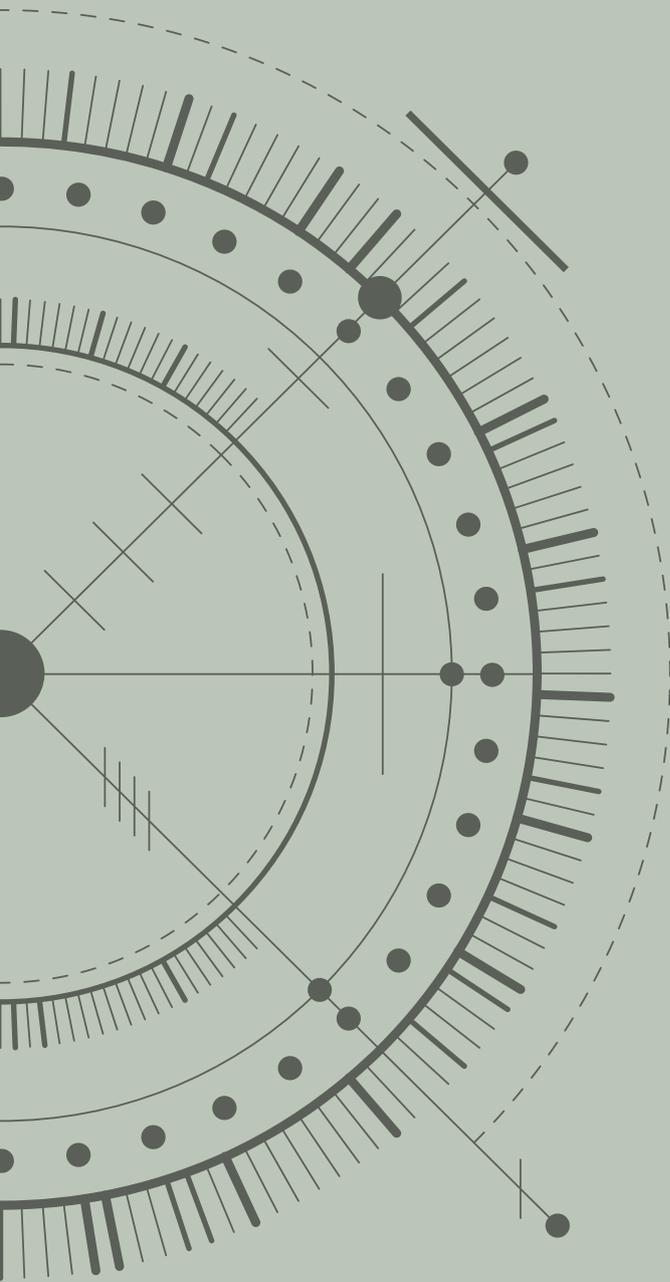


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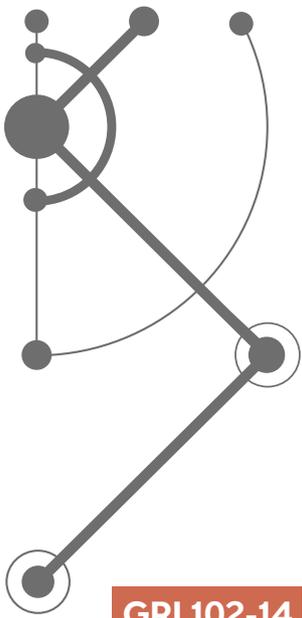


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# LETTER TO STAKEHOLDERS



## LETTER TO STAKEHOLDERS

**GRI 102-14**

2018 was a positive year for the Eurobank Group, as all its strategic and business targets were met. The Bank strengthened its profitability, significantly reduced its non-performing exposures (NPEs), improved its liquidity and maintained significant capital reserves, while contributing to the social prosperity and sustainability of the environment where it operates. Steady profitability, improved asset quality and a significant increase in deposits demonstrate that the business model is working efficiently and has the momentum to keep paying off. As the Greek economy is showing signs of growth and access to international financial markets, confidence is gradually being restored.

By adopting the sustainable development principles and integrating them into its strategic planning, Eurobank showed its commitment to support economic activity, environmental and social responsibility, and ethical entrepreneurship.

At Eurobank we operate with transparency, accountability and modern corporate governance. These principles define the framework for meeting the Group's objectives, govern the Group's organisation, operations and activities, and reflect its values.

We design advanced financial products and services, focusing on customers and fully meeting their needs. The Bank mainly aims to fulfil the expectations of its clients, by building trustful relationships and by operating with credibility, integrity and transparency. The Bank especially focuses on responsible customer and stakeholder information, while at the same time protecting their personal data, and respecting their confidentiality and rights.

Eurobank has been forging strategic alliances with leading national and European bodies over the last few years. To this end, it is able to offer innovative solutions and services with multiplier-effect benefits for Greek businesses. Our active participation in the robust and innovative Trade Club Alliance consistently serves our strategy to enhance the outward-looking potential of the Greek economy in its effort for at sustainable development. As part of our consistent strategy to support innovation and entrepreneurship, we offer tools that will showcase the modern and healthy Greek business spirit, which will play a leading role in the national recovery effort in production and investments. Eurobank's corporate responsibility programme is interwoven with entrepreneurship. This pairing encompasses solid initiatives, such as the Growth Awards, the "Go International Business Delegations" and the SME programmes for personal and advisory services. Go International continued with Eurobank organising the Go in Thessaloniki Business Delegation. More than 3,000 scheduled B2B meetings took place, while more than 100 Greek exporters had the chance to come into contact with buyers from over 20 countries worldwide.

After 6 years in operation, the innovative egg – enter•grow•go programme has become one of the most complete business acceleration programmes in Greece. Since 2013, 435 new entrepreneurs have established 172 start ups, 100 start ups have become formed companies, 25 businesses have received financing from Eurobank with favourable terms and 31 companies have submitted patents of business ideas. In this phase, egg – enter•grow•go is prepared to welcome startups at any stage of their business maturity.

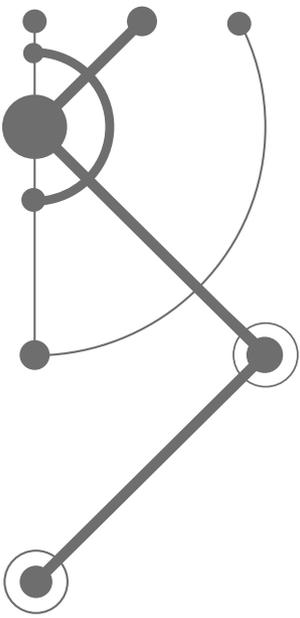
Education and excellence are a fundamental and perennial pillar of social activities at Eurobank. Since 2003, the Bank has been running "The Great Moment for Education" programme, addressed to high-school graduates from schools all over Greece. In 2018, we awarded 890 top performing students while a total of 17,725 students have been awarded in the 16 years the programme has been running. This initiative is one of Eurobank's major long-standing corporate social responsibility actions and its main purpose is to reward the efforts of young people in their quest for knowledge, and recognise those who are competent and represent the future prospects of the country.

In 2018, Eurobank continued to exclusively support the Apostoli (Mission) "Apostoli supports the Pupils" programme, delivering over 26,000 food parcels to meet the daily nutritional needs of students and their families.

Following the wildfires in East Attica in July 2018, Eurobank announced €1 million for specific actions to restore key infrastructure in the fire-stricken areas, in support of our fellow citizens. It also participated in the Hellenic Federation of Enterprises (SEV) initiative for immediate financial aid to the financially weaker families who lost their houses; the Bank also introduced a series of measures to offer relief to its fire-stricken customers as part of the actions announced by the Hellenic Bank Association.

In Sports, for a number of years, Eurobank has supported Greek athletes who constitute valuable examples of ethical perseverance, dedication and self-discipline. We have been the proud sponsor of all Greek National Basketball Teams for the last 18 years. In addition, we are the Gold Sponsor of the sailing duo of Panagiotis Mantis and Pavlos Kagialis who are working towards the Tokyo 2020 Olympics in the Men's 470 Sailing Class.

The success and progress of the Group is intertwined with our greatest asset, our employees. Eurobank has been placing major emphasis on respect and team spirit, encouraging the employees' participation in volunteer actions and social solidarity initiatives. It is a priority for the Bank to offer opportunities to its people for personal and professional development, maintaining and attracting human resources of the highest standard. In 2018, 94.2% of the Group employees participated in learning programmes with the rate increasing from year to year.



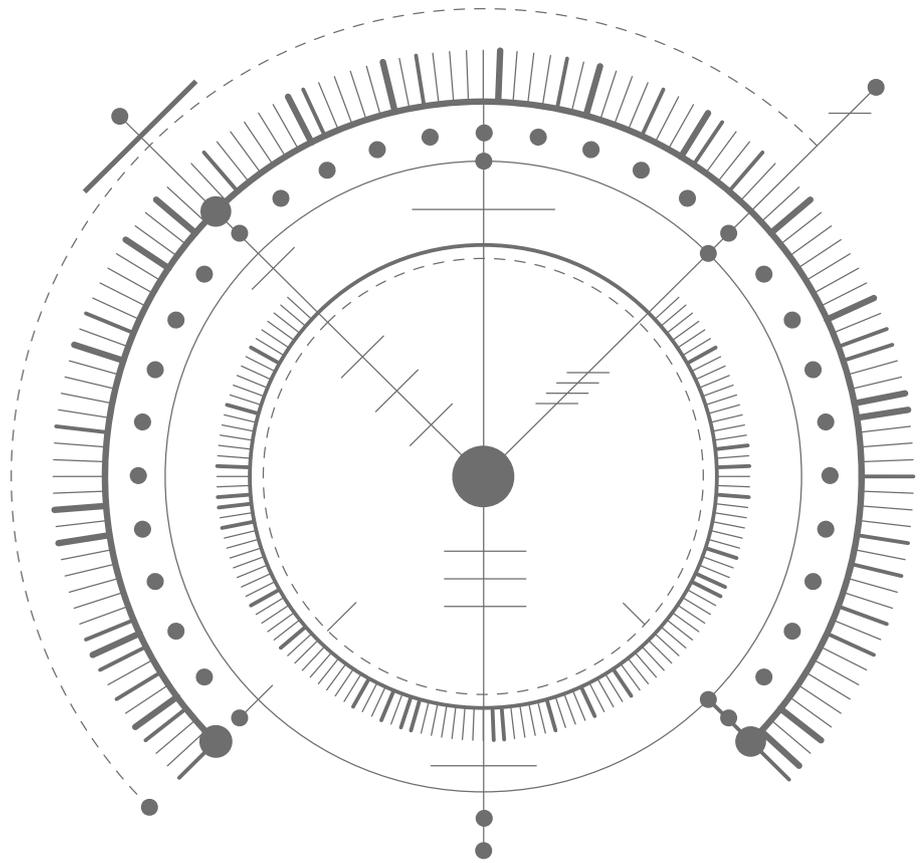
The Group understands that its business activities affect the natural environment where it operates and through its Environmental Policy pledges that all business decisions shall be made taking into account sustainability and environmental protection. Through conservation, recycling and proper management of energy (total energy consumption reduced by 23.88% relative to the base year 2014) natural resources, waste and gas emissions (were reduced by 61.91% relative to the base year 2014), Eurobank has been contributing towards mitigating climate change, which is one of the most significant challenges of our times.

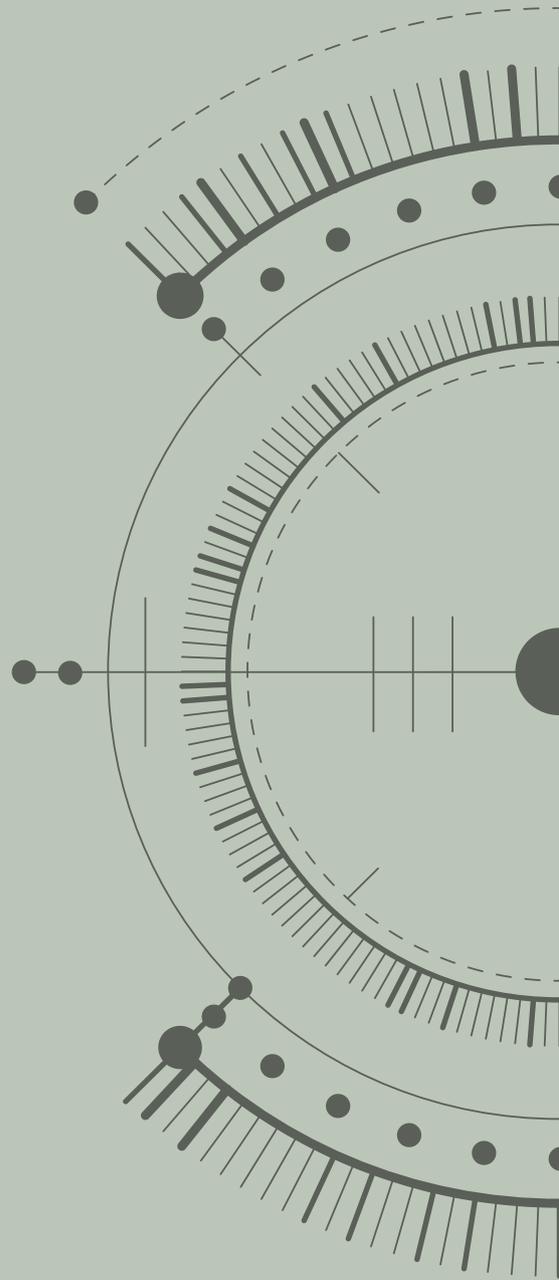
In 2018, the Bank was honoured at the Bravo Sustainability Awards for its Sustainable Development at Eurobank initiative in the Bravo Governance pillar, which rewards comprehensive contribution in the efforts for sustainable development, and for its Electric and Electronic Management Programme in the Bravo Environment pillar. Furthermore, Eurobank remains a constituent of the FTSE4Good Emerging Index. This index evaluates the performance of listed companies demonstrating strong Environmental, Social and Governance (ESG) practices.

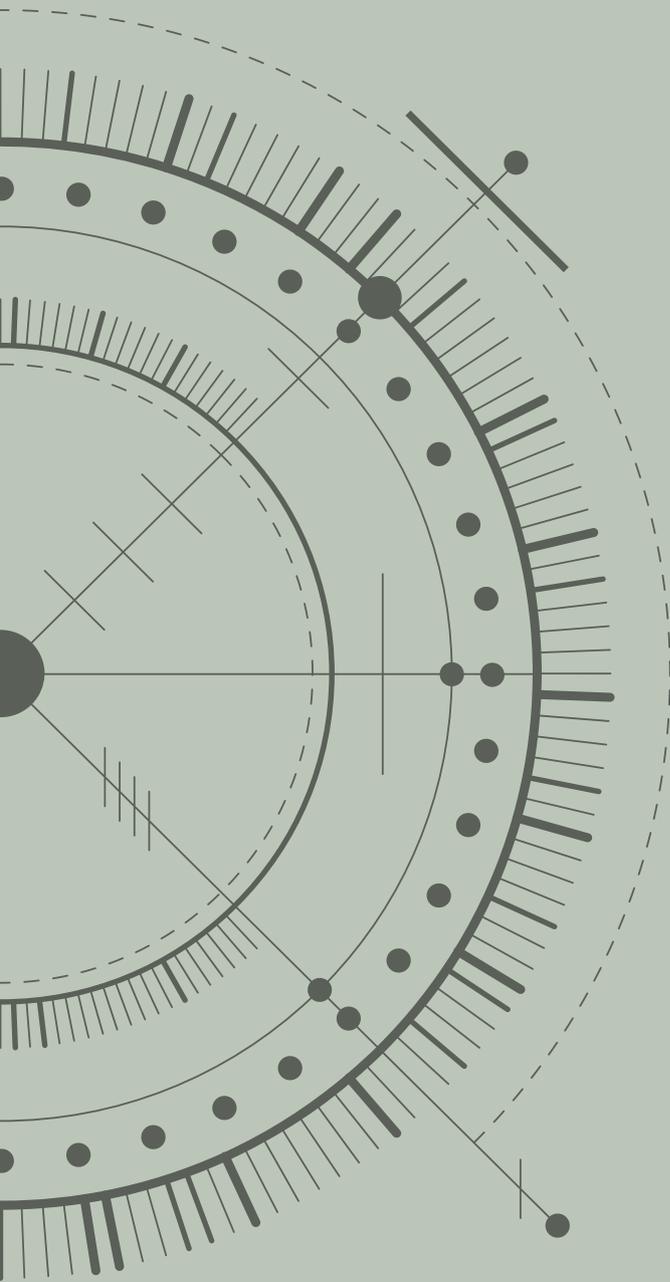
All these actions and initiatives, as well as any additional ones described in Eurobank's 2018 Sustainable Development Report, confirm our commitment to transparency, as we record our results, goals and performance in all the key sustainable development pillars: Economy, Society, People and the Environment. The Corporate Responsibility Report 2018 is published by the Bank for the third year running and follows all the latest developments in the sector. It has been prepared in line with GRI Standards and its content is directly linked to the UN Sustainable Development Goals (SDGs).

Georgios P. Zaniias  
Chairman of the Board of Directors

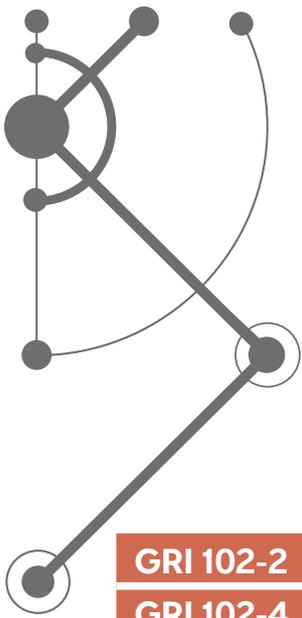
Fokion C. Karavias  
Chief Executive Officer







# EUROBANK PROFILE



## EUROBANK PROFILE

**GRI 102-2**

**GRI 102-4**

**GRI 102-6**

**GRI 102-7**

The Eurobank Group is a dynamic banking group active in six countries with total assets of €58.0 billion and 13,162 employees. Established in 1990, the Group expanded through organic growth to become a leading force in the Greek banking sector.

With a total network of 653 branches in Greece and abroad, the Group offers a comprehensive range of financial products and services to its retail and corporate customers, based on the following classification:

- Individual Customers
- Personal Banking
- Business Banking
- Wealth Management
- Corporate & Investment Banking

In Greece, Eurobank is one of the four systemic banks, with two distinct retail branch networks: the Eurobank Network and the New TT Branch Network, as well as, specialised business centres, a private banking network and award-winning electronic service channels. The Group's philosophy focuses on high quality services to its customers. The Group also holds a strategic position in retail and business banking in Bulgaria and Serbia, and offers distinguished Wealth Management services in Cyprus, Luxembourg and London.

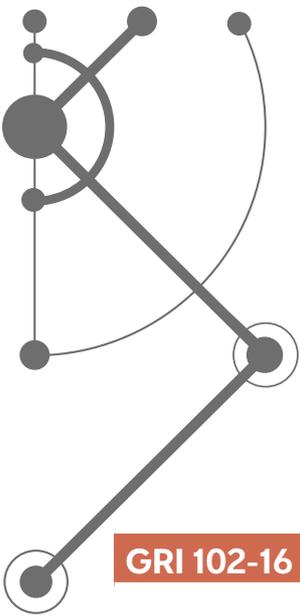
Group Key Figures		€bn
Gross Loans		<b>45.0</b>
Deposits		<b>39.1</b>
Total Assets		<b>58.0</b>
Total Equity		<b>5.0</b>
<b>Client Service Network</b>		<b>653</b>
Greece		<b>373</b>
International		<b>280</b>
<i>Data as of December 31<sup>st</sup> 2018</i>		
<b>Shareholders Structure</b>		<b>%</b>
Institutional & Private Shareholders		<b>97.6</b>
Hellenic Financial Stability Fund		<b>2.4</b>

**GRI 201-1**

<b>Direct economic value generated and distributed 2018 (in € million)</b>	
Direct economic value generated	<b>€1,696</b>
Revenues	<b>€2,302</b>
Impairment losses relating to loans and advances to customers	<b>€606</b>
<b>Economic value distributed</b>	
<b>Operating expenses</b>	<b>€283</b>
<i>of which:</i>	
Sponsorships	€3.8
Contributions to resolution and deposit guarantee funds	€53.0
<b>Wages and employees benefits (Staff costs)</b>	<b>€382</b>
<i>of which:</i>	
Wages, salaries and performance remuneration	€269
Social security contributions	€64
Medical, Retirement and other benefits	€49
Voluntary Exit schemes and other related costs	<b>€52</b>
Other restructuring costs	<b>€6</b>
Interest Expense & banking fee & commission expense	<b>€838</b>
Other impairment losses and provisions	<b>€79</b>
Payments to government	€6.6
Payroll & other solidarity taxes	€52.2
<b>Economic value distributed</b>	<b>€1,640</b>
<b>Economic value retained</b>	<b>€56</b>
<b>Economic value retained including employee taxes</b>	<b>€4</b>

Data as of December 31<sup>st</sup> 2018

For detailed information, refer to the 2018 Financial Reports. <https://www.eurobank.gr/en/group/investor-relations/financial-results-pages/financial-year-2018/> and the Consolidated Financial Statements [www.eurobank.gr//media/eurobank/omilos/enimerosi-ependuton/enimerosimetoxoneurobank/oikonomikaapotelesmata-part-01/2018/enopoiimenes-oikonomikes-katastaseis.pdf](http://www.eurobank.gr//media/eurobank/omilos/enimerosi-ependuton/enimerosimetoxoneurobank/oikonomikaapotelesmata-part-01/2018/enopoiimenes-oikonomikes-katastaseis.pdf)

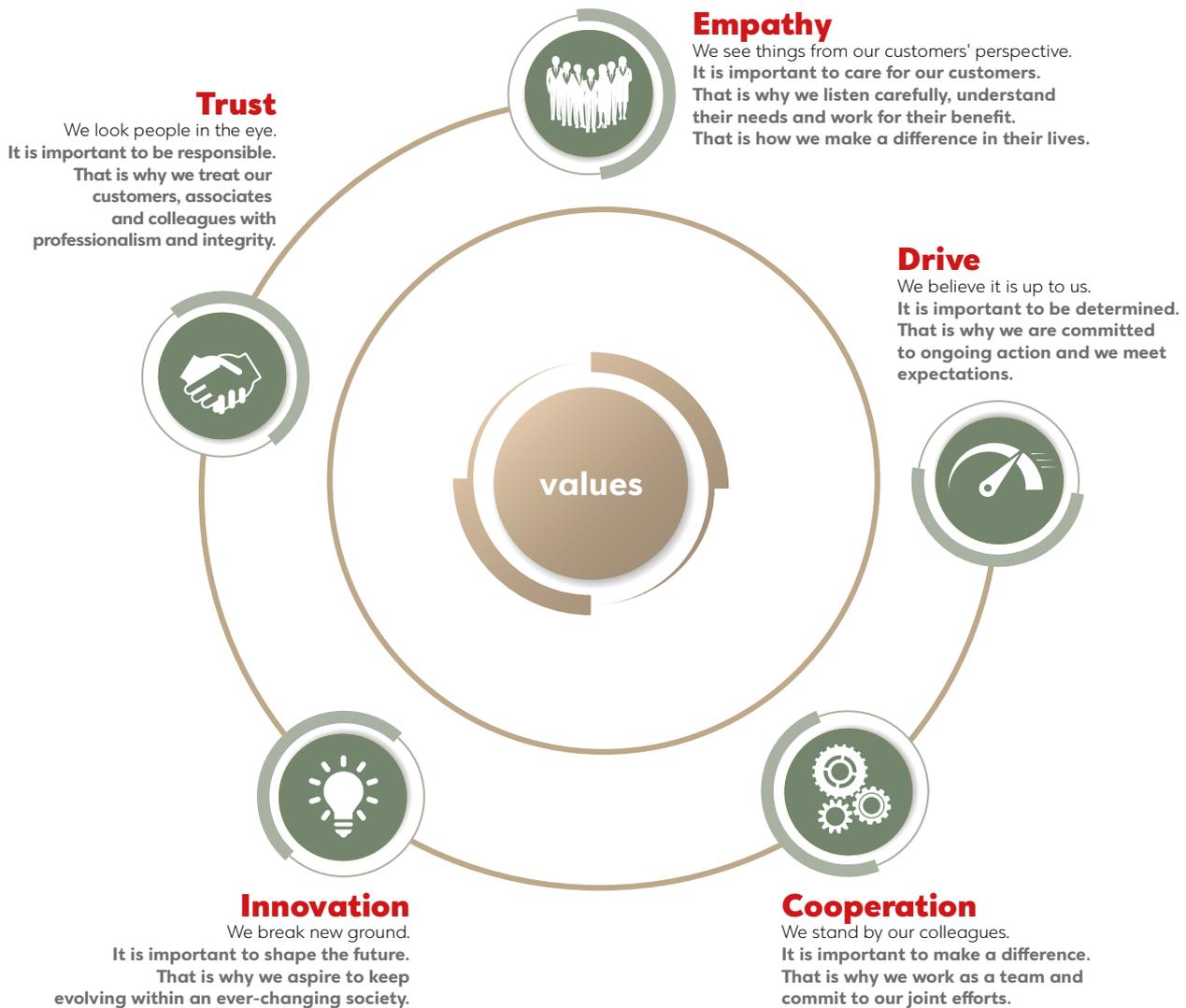


**GRI 102-16**

Apart from its business activities, the Group undertakes social responsibility initiatives, responding to the needs of Society.

In this context, the Group implements actions and initiatives that support education, society, culture, innovation and youth entrepreneurship, in cooperation with recognised institutions and organisations. It actively supports initiatives regarding the protection of the environment, on a national and international level.

**Our Values**





## Corporate Governance

**GRI 102-18**

**GRI 102-19**

**GRI 102-20**

The Bank is headed by a Board of Directors which is collectively responsible for the longterm success of the Bank. The Board exercises its responsibilities effectively and in accordance with Greek legislation, international best practices and the Bank's contractual obligations to the HFSF under the Relationship Framework Agreement (RFA) signed between the Bank and the HFSF.

The members of the Board are elected by the General Meeting of the Shareholders which is the Bank's supreme body and also determines the precise number of the Board members, within the limits of the Law and the Articles of Association, their term in office and designates the independent non-Executive members.

The Executive Directors have responsibility for the day-to-day management and control of the Group and the implementation of its strategy. The non-Executive Directors are responsible for the overall promotion and safeguarding of the Bank's interests constructively challenge and help develop proposals on strategy and approve, revise and oversee the implementation of the remuneration policy both at Bank and Group level.

The Board is assisted in carrying out its duties by Board Committees to which it delegates some of its responsibilities and approves their mandate and composition, save for the composition of the Audit Committee, whose members are appointed by the General Meeting.

The Board receives regular and ad hoc reports from the Audit Committee, Board Risk Committee, Nomination Committee, Remuneration Committee, and Strategic Planning Committee and assesses their performance as per the provisions of the Bank's Board and Board Committees Evaluation Policy.

## Corporate Governance

### Group Environmental & Sustainability Committee

#### Chairman

#### STAVROS IOANNOU

Deputy Chief Executive Officer (CEO),  
Group Chief Operating Officer (COO) & International Activities

#### Members

#### THEODOROS KALANTONIS

Deputy Chief Executive Officer (CEO), Troubled Assets Group

#### KONSTANTINOS VASSILIOU

Deputy Chief Executive Officer (CEO), Group Corporate & Investment Banking

#### CHRISTOS ADAM

General Manager Group Risk Management, Group Chief Risk Officer (Group CRO)

#### DIMOSTHENIS ARHODIDIS

General Manager Global Markets & Wealth Management,  
Head of Group Real Estate Asset Management

#### GEORGIOS ORFANIDIS

General Manager Legal Services

#### IAKOVOS GIANNAKLIS

General Manager Retail Banking

#### APOSTOLOS KAZAKOS

General Manager, Group Strategy

#### PHILIPPOS KARAMANOLIS

General Manager, Head of Operations

#### MICHALIS VLASTARAKIS

General Manager Group Marketing & Corporate Communications

#### ANASTASSIA PASCHALI

Deputy General Manager, Head of Group Human Resources General Division

#### DESPOINA CHAMILAKI

Assistant General Manager, Head of Group Real Estate, Infrastructure Management,  
Group Sustainability/Environmental & Social Affairs Division

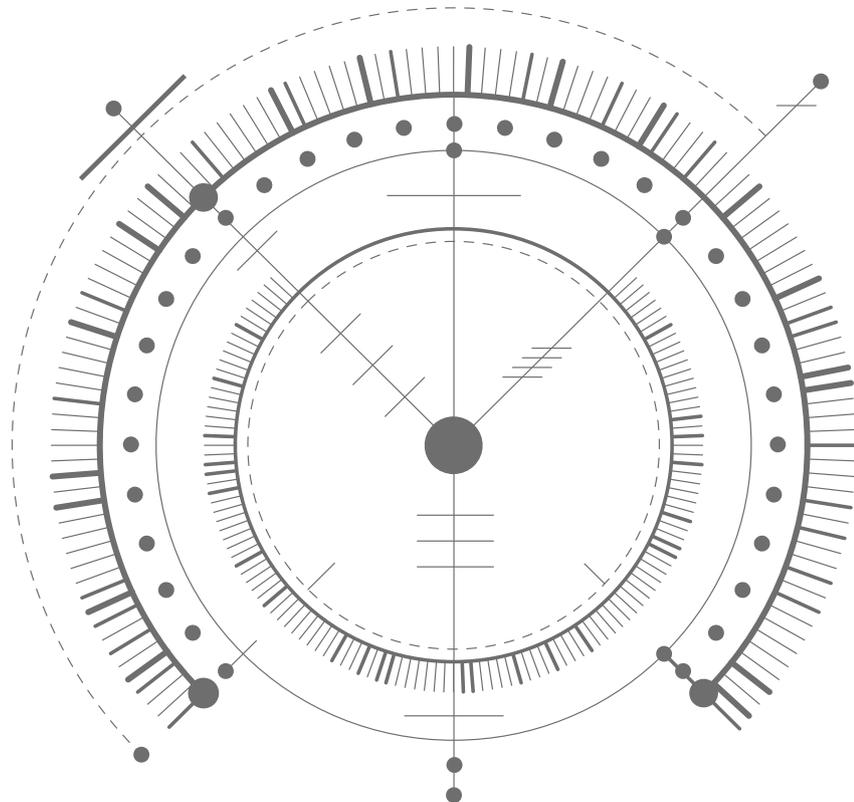
**Group  
Environmental  
& Sustainability  
Committee (GESC)**

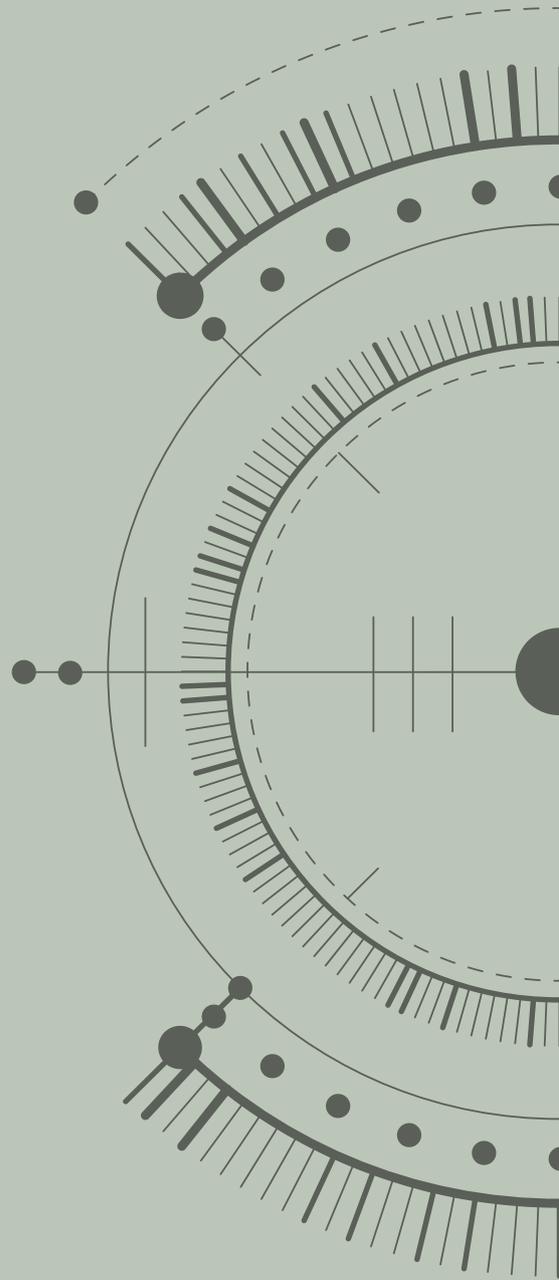
The main responsibilities of the Committee are to provide strategic guidance for sustainable development initiatives, monitor key sustainability indicators and ensure that the relevant management system policies (Quality, Environment and Energy) are implemented correctly.

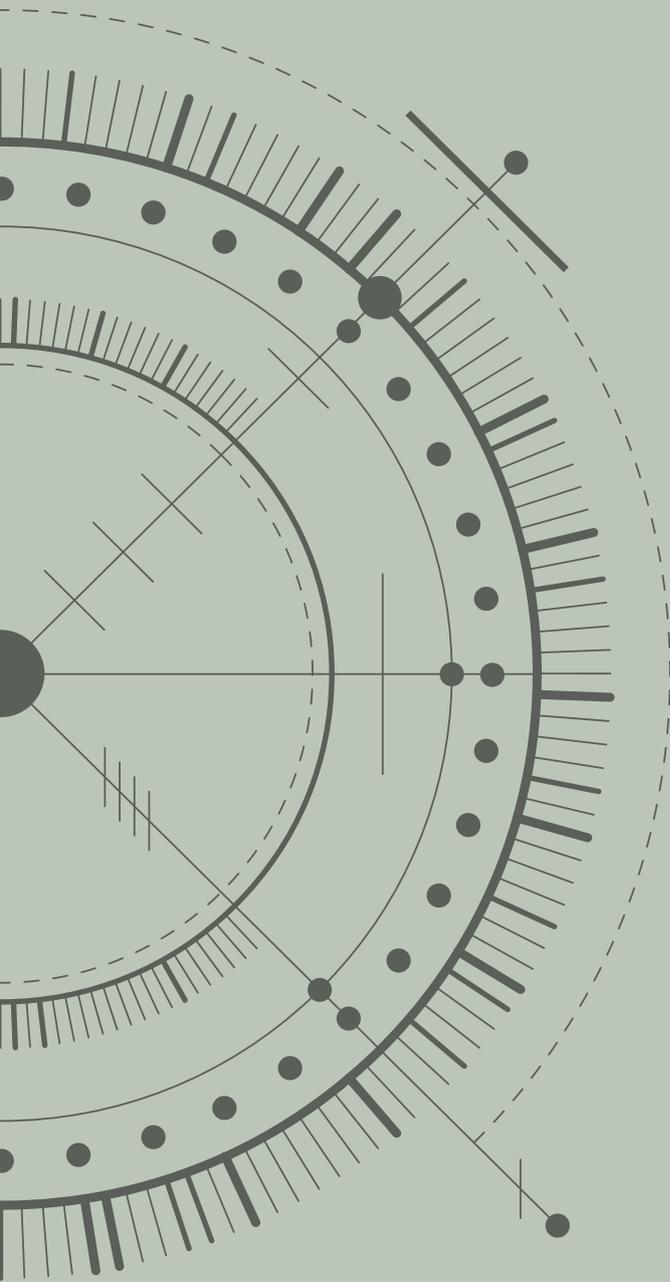
The Committee Chairperson is the Deputy Chief Executive Officer (CEO), Group Chief Operating Officer (COO) & International Activities, and its members are high-ranking executives.

Depending on the issues that may be raised, other Bank executives may be invited to attend the Committee meetings, upon agreement with the Committee Chairperson.

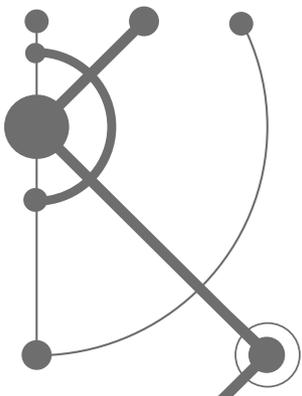
For detailed information about the Bank's Board of Directors, the Board Committees and the Senior Governing Bodies, refer to the 2018 Annual Report.







# METHODOLOGY



## METHODOLOGY

**GRI 102-46**

**GRI 102-49**

**GRI 102-53**

**GRI 102-54**

**GRI 102-56**

Eurobank issues its Corporate Responsibility Report with a view to fully informing its stakeholders about its performance in the sustainable development pillars (economy, society, environment). The present publication is the Bank's third Corporate Responsibility Report to be prepared in line with the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) international framework and the second one to be aligned with the GRI Standards ("prepared in accordance with the GRI Standards: Core option"). This publication complies with the principles for defining report content (stakeholder inclusiveness, sustainability context, materiality, completeness) and principles for defining report quality (balance, comparability, accuracy, timeliness, clarity, reliability).

This methodology aims to provide comprehensive and transparent information to stakeholders, relates to the Bank's response to their expectations and interests, and invests in continuously promoting open dialogue with them.

The procedure followed is based on the Materiality Analysis, which identifies important issues that concern the stakeholders. The results are analysed and evaluated by top executives of the Bank at the Bank's Communication Committee.

At the same time, GRI's Financial Services Sector Supplement was also used, while account has also been taken of the 10 Principles of the United Nations Global Compact, the seven fundamental Corporate Responsibility Principles of the ISO 26000:2010 International Standard, and the AccountAbility AA1000 2008 Principles. Details on the Report's compliance with the guidelines of the GRI Standards and the ISO 26000 Standard are presented in the Annexes entitled "GRI Standards Content Index" and "ISO 26000:2010 Table".

The Report's contents were determined based on the expectations and concerns of key stakeholders, as well as on the basis of the activities of the Bank and of the banking sector in general. The scope for the 2018 Corporate Responsibility Report relates the Bank's operations in Greece, as well as the Group's operations where specified, during the period from 01/01/2018 to 31/12/2018.

A dedicated project team was set up, composed of representatives from selected Units of the Bank, to prepare the Corporate Responsibility Report. The team's main task was to collect the necessary information and data concerning the various Corporate Responsibility pillars (customer and supplier relations, economy, society, human resources and environment).

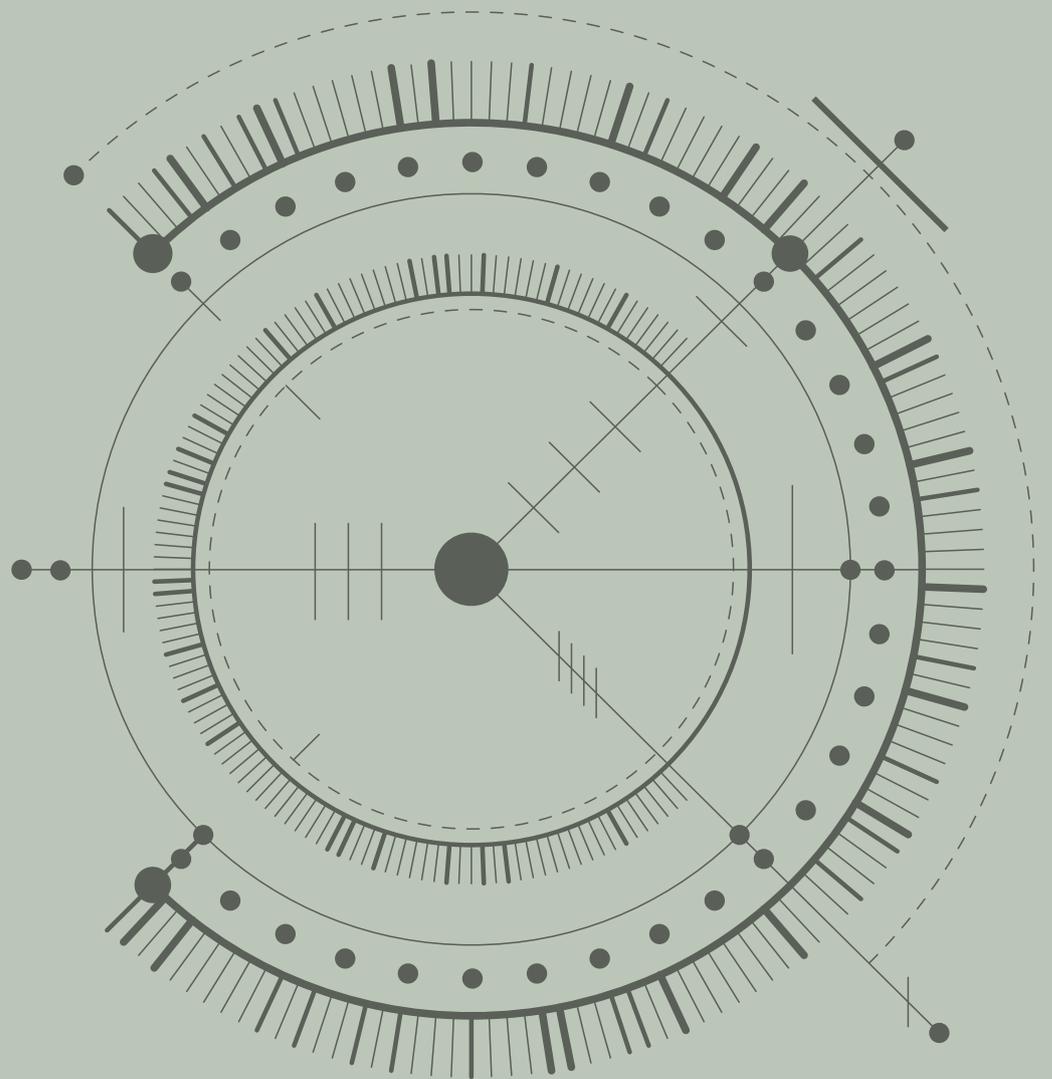
The findings of the Materiality Analysis conducted by the Bank in 2019 (with 2018 as the reference year) were used to identify and prioritise the most significant issues for the Bank's sustainable development, after communication with all stakeholder groups.

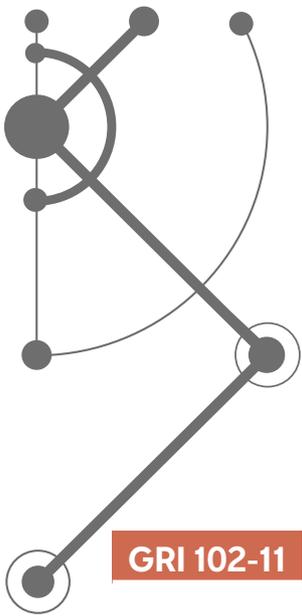
Acknowledging the significance of external assurance for the Report, and aiming to achieve transparency and strengthen the credibility of the data and information presented, Eurobank assigned the external assurance of the Report's content to PricewaterhouseCoopers S.A. independent auditors. The limited assurance report of the information contained in Eurobank's 2018 Corporate Responsibility Report is on page 153.

Eurobank welcomes any comments and remarks which could contribute to its effort for continuous improvement. Comments and remarks regarding the Corporate Responsibility Report can be submitted by telephone (+30 211 18 68 229), via email to [corporatecommunication@eurobank.gr](mailto:corporatecommunication@eurobank.gr) or by post to Eurobank Ergasias SA, Corporate Communication Division, 40-44 Praxitelous Street, 10561 Athens, Greece.



# CORPORATE RESPONSIBILITY





# CORPORATE RESPONSIBILITY

## Corporate Responsibility Strategy

**GRI 102-11**

Driven by its deep sense of responsibility and commitment to giving back to society, Eurobank has made Corporate Responsibility one of the foundations of its strategic planning.

When designing its services, the Bank takes into account internal and external issues, and stakeholder demands, and identifies threats and opportunities that must be addressed or developed, so as to:

- Achieve the sought results
- Eliminate or mitigate undesirable results / threats
- Fortify desirable (positive) results / opportunities
- Achieve continuous improvement

In this context, it has established and applies various mechanisms to address undesirable results / threats and to fortify desirable results / opportunities, such as:

- Quality Management System
- Environmental Management System
- Business Risk Assessment and Control System
- Environmental and Social Risk Management System
- Business Continuity System
- Complaint Management
- Procurement Policy
- Green Banking Products
- Development of Online Banking Services

Responding to the needs of today's ever-changing environment, Eurobank, through its Corporate Responsibility Strategy, aims to actively contribute to improving the economic and social environment where it operates, adopting responsible practices that promote transparency and business ethics.

An integral part of Eurobank's approach to Corporate Responsibility is to foster strong relationships of trust, cooperation and mutual benefit with all stakeholders affected by its activities directly or indirectly. In this context, Eurobank promotes two-way communication and develops an ongoing dialogue with stakeholders, so as to be able to actively meet the expectations, concerns and issues raised by all its stakeholders: Shareholders, Employees, Customers, investment Analysts and Investors, Government and Regulatory Authorities, Business Community Organisations, Young Entrepreneurs, Suppliers, Associations and Non-Governmental Organisations, Local Communities and the Media.

## Corporate Responsibility Principles

### GRI 102-16

Transparency, credibility and accountability are fundamental Corporate Governance principles within Eurobank's modern corporate and social environment. The Corporate Governance Code and best international practices applied safeguard the interests of all stakeholders.

Eurobank's employees are considered its key priority and competitive advantage. The systematic development and effective management of its employees are decisive factors for the Bank's efficient operation, development and successful performance.

Building trustful relationships with its Customers and constantly improving the quality of the services offered are key priorities for Eurobank. The Bank offers its customers suitable and accurate information to ensure that the products and services are easy to use, reliable and tailored to each Customer's profile. Special care is taken to ensure the quality of procurements, while also forging efficient and transparent partnerships with Suppliers.

Eurobank consistently and continuously invests in strategic initiatives to reinforce the outward-looking potential of Greek companies with a view to promoting healthy entrepreneurship and improving the quality of key business sectors.

The Bank offers quality services to meet the needs of all its individual and business clients, as this is considered to be a key element for supporting the Greek economy.

Eurobank is an innovator when it comes to supporting Youth Entrepreneurship initiatives by helping create sustainable employment prospects for the country's workforce, so as to prevent the brain drain phenomenon of capable and talented young people migrating abroad for work.

Acknowledging the important role of Education, Eurobank systematically supports initiatives that promote excellence and highlight the importance of perennial values such as, learning, fair play and striving to achieve ambitious goals.

Eurobank has launched several initiatives to support the vulnerable social groups that have been affected by the economic crisis, especially children. Forward looking, Eurobank supports significant cultural events and consistently contributes to promoting sports in Greece.

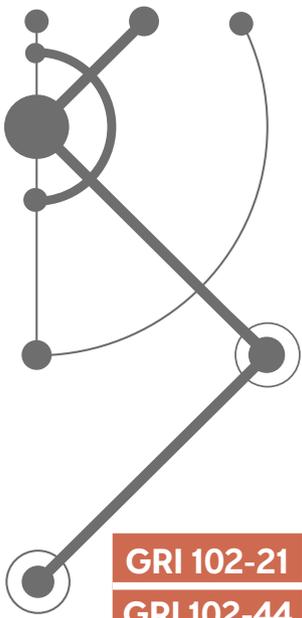
Acknowledging the environmental impact of its activities, Eurobank sets specific targets to improve the use of natural resources, minimise waste production, limit climate change and protect the Environment.

## Stakeholder Dialogue

As part of its Corporate Responsibility Strategy, Eurobank works closely and promotes dialogue with all stakeholders, individuals or legal entities that are directly or indirectly associated with Eurobank and affect its operations and activities or are affected by them.

	Stakeholders	Cooperation Framework & Expectations	Means of Communication & Response
GRI 102-21 GRI 102-40 GRI 102-42 GRI 102-43 GRI 102-44	<b>Investors &amp; Investment Analysts</b>  (internally & externally)	Timely reporting of accurate and complete information on the Group's performance and strategy	<ul style="list-style-type: none"> <li>○ Annual General Meetings and extraordinary General Meetings of Shareholders</li> <li>○ Investors' Relations Division</li> <li>○ Investors Information Service Division</li> <li>○ "Electronic Application Form" on the Bank's website</li> <li>○ Directors Report</li> <li>○ Annual Report &amp; Annual Corporate Responsibility Report</li> <li>○ Disclosure of financial results on the Bank's website and through Press Releases and Regulatory Announcements</li> <li>○ Disclosure of information on the Bank's website under Investor Relations in the sections: Financial Results, Eurobank Share, Shareholder Information, Presentations, Press Releases, Regulatory Announcements and Prospectuses</li> </ul>
	<b>Employees</b>  (internally)	Communication aiming at continuous and timely information in issues concerning the Bank and the development and progress of skills. Transparent internal recruitment announcements	<ul style="list-style-type: none"> <li>○ Staff-Management communication via regular meetings, breakfast with the Management, visits to other Group facilities and social events</li> <li>○ Communication through the HR4U contact centre</li> <li>○ Daily communication through Connected, the Bank's internal portal</li> <li>○ Special staff employee evaluation procedure through the "Axiopio" system</li> <li>○ Comprehensive training programme on banking and other subjects of general interest</li> <li>○ Employee participation in volunteer actions by the Bank</li> </ul>
	<b>Business Community</b>  (externally)	Mutual cooperation and open communication driven by ensuring the interests of the business community	<ul style="list-style-type: none"> <li>○ Systematic dialogue with professional associations, chambers of commerce and chambers of industry</li> <li>○ Strategic collaborations with major organisations [the Hellenic Federation of Enterprises (SEV), the Greek Tourism Confederation (SETE), the Panhellenic Exporters Association (PSE), the Greek International Business Association (SEVE) and Crete Exporters Association (EAC)] to support entrepreneurship, innovation and the extroversion of Greek enterprises</li> <li>○ Hosting of special events (Go International Business Delegation, exportgate.gr promotion) with a view to helping Greek firms contact foreign exporters and business deals</li> <li>○ Establishment of "Growth Awards" in partnership with Grant Thornton</li> </ul>
	<b>Government &amp; Regulatory Authorities</b>  (externally)	Communication aiming at full compliance and harmonisation with the supervisory and regulatory framework	<ul style="list-style-type: none"> <li>○ Meetings, cooperation and consultations with institutional representatives of the State, the Bank of Greece, the supervisory authorities, consumer associations and the Hellenic Ombudsman for Banking-Investment Services</li> <li>○ Interbank committee of the Hellenic Bank Association</li> <li>○ Provision of data and information, report compilation, meetings, participation in consultations wherever necessary</li> </ul>
	<b>Media</b>  (externally)	Cooperation with the Media to ensure optimum and effective promotion of the Bank and its products and services	<ul style="list-style-type: none"> <li>○ Press Releases whenever necessary</li> <li>○ Interviews</li> <li>○ Advertising</li> <li>○ Social media</li> </ul>

Stakeholders	Cooperation Framework & Expectations	Means of Communication & Response
<b>Non-Governmental Organisations &amp; Associations</b> (externally)	Regular communication and support for actions with a social impact	<ul style="list-style-type: none"> <li>○ Meetings with NGOs</li> <li>○ Reply in writing to all incoming requests</li> <li>○ Processing requests with transparency and consistency</li> <li>○ Participation in volunteer actions and support for organisations and associations in the form of sponsorships and donations</li> </ul>
<b>Start Up Entrepreneurs</b> (externally)	Showcasing and promoting new businesses based on specified criteria and transparent procedures	<ul style="list-style-type: none"> <li>○ Implementation of the egg – enter•grow•go programme in partnership with Corallia (extroversion initiatives for young entrepreneurs, competitions based on transparent procedures and financing options for startups)</li> </ul>
<b>Customers</b> (externally)	Responsible information, customer service and provision of products and services with a sense of respect and transparency	<ul style="list-style-type: none"> <li>○ 24/7 customer call centre via EuroPhone Banking</li> <li>○ Expert advisors in branches (Personal Banking, Business Banking)</li> <li>○ Group Client Relations Division</li> <li>○ Briefings with customer groups</li> <li>○ Customer satisfaction surveys (30 within 2018)</li> <li>○ Communication through the corporate website and social media channels</li> <li>○ Information about current financial developments on the Bank's website</li> <li>○ Newsletters</li> <li>○ Two retail banking branch networks (Eurobank and New TT Branch Network), specialised corporate service centres, private banking network and awardwinning electronic channels (ATM, e-Banking, m-Banking)</li> <li>○ Ease of access via collaboration with Hellenic Post (ELTA)</li> <li>○ Organisation of specialised conferences</li> <li>○ Participation in the Hellenic Federation of Enterprises (SEV) "Consumer Issues" working group</li> </ul>
<b>Suppliers</b> (externally)	Cooperation based on transparent procedures, specified criteria to achieve mutually beneficial outcomes	<ul style="list-style-type: none"> <li>○ Electronic tendering system</li> <li>○ Supplier evaluation procedure</li> <li>○ Meetings (whenever necessary)</li> <li>○ Regular communication over the phone and online</li> <li>○ Consistent payments</li> <li>○ Informing suppliers about the Bank's Procurement Policy</li> </ul>
<b>Local Communities</b> (externally)	Active presence with a view to highlighting local diversity	<ul style="list-style-type: none"> <li>○ Communicating with local community representatives through the Bank's local representatives</li> <li>○ Annual business delegations at local level</li> <li>○ Supporting local organisations and institutions through targeted actions, sponsorships, jointly organised events, etc.</li> </ul>



## Materiality Analysis

**GRI 102-21**

**GRI 102-44**

**GRI 102-46**

**GRI 102-47**

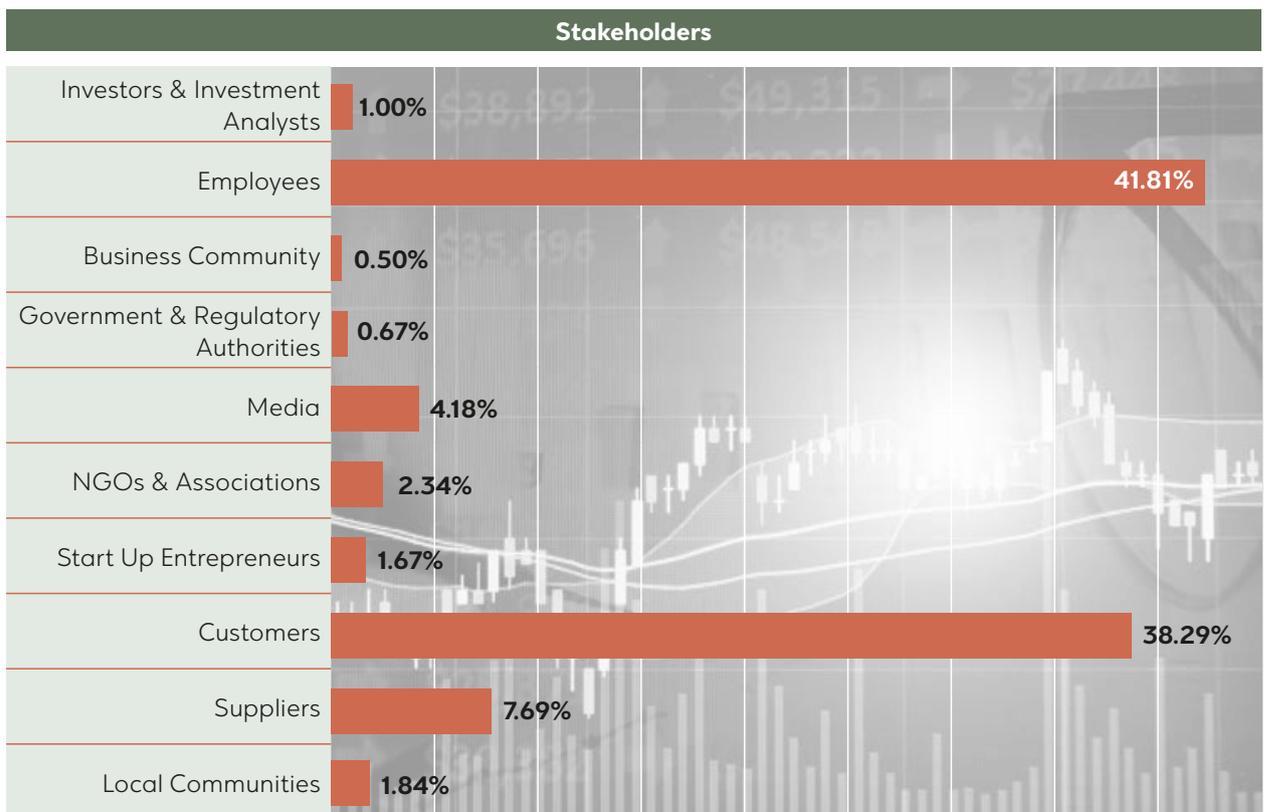
**GRI 102-49**

Eurobank has adopted and follows the Guidelines of the Global Reporting Initiative (GRI) international organisation on the publication of Corporate Responsibility Reports. In this context, and with a view to responding to the expectations, concerns and requirements of its stakeholders, the Bank conducted the Materiality Analysis exercise, through which the major issues relating to its sustainable development were identified. A special project team involving representatives from all relevant Bank Divisions was set up to conduct the Materiality Analysis. The team followed the GRI Materiality Analysis methodology by identifying, prioritising and validating the material topics.

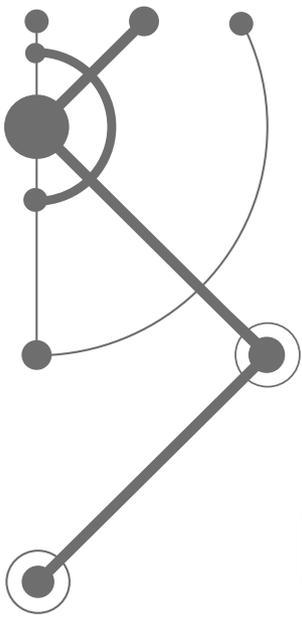
In the first stage of the methodology, the project team identified a range of material topics that affect sustainable development and are significant for Eurobank's stakeholders. Issues concerning the banking sector and the Greek economy as well as entrepreneurship growth prospects were taken into account when listing the material issues. The final list of 22 issues arose following internal consultation among the project team and representatives from the Units that interact regularly with the stakeholders and the Bank's Management.

During the topic prioritisation stage, a questionnaire-based survey was conducted with the 22 material issues for the economy, society, the environment and human resources. The materiality questionnaire was sent to stakeholder groups and the participants were asked to rate each issue based on a standard scale (from 1=not at all to 10=highly important). A total of 598 completed questionnaires from all of the Bank's stakeholder groups were collected following an online and phone survey.

The participation rate per stakeholder group is depicted in the following diagram:



At the same time, the Bank's Management was also asked to prioritise the issues. The survey results helped in carrying out a documented analysis of the Bank's material issues, but also in thoroughly understanding the expectations of the participating groups. The project team then reviewed the survey results and identified the most material issues, which are presented in the relevant Materiality Matrix.



## Issues under Review

### Customer & Supplier Relations, Responsible Operation and Growth

- 1 Financial growth / performance
- 2 Improvement of product and services
- 3 Responsible provision of information and customer service
- 4 Stakeholder personal data protection
- 5 Development and design of products and services that demonstrate Eurobank Group's shift towards the Principles for Responsible Investing / ESG
- 6 Environmental and social evaluation of business loans
- 7 Corporate governance
- 8 Responsible supply chain

### Putting the Economy First

- 9 Supporting and financing the Greek Economy
- 10 Supporting Start Up entrepreneurship and innovation

### Putting Society First

- 11 Education and Excellence
- 12 Savings
- 13 Addressing the impact of the economic crisis on vulnerable groups of the population
- 14 Support for culture and sports

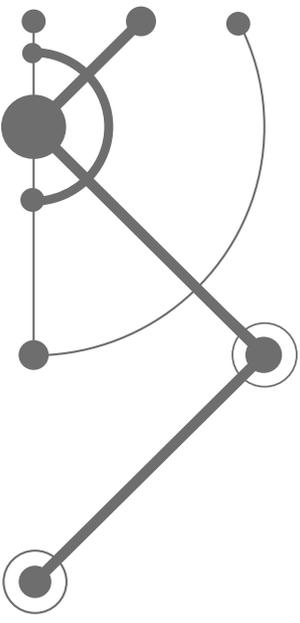
## Issues under Review

Putting our People First	
15	Deployment of human resources
16	Attracting talented individuals with deep knowledge
17	Human resources education and learning
18	Ensuring balance between the employees' professional and personal life
19	Volunteering
Putting the Environment First	
20	Financing that enhances green economy and contributes to the sustainable development of companies
21	Environmental awareness
22	Reduction of the impact on the environment and climate change mitigation through Eurobank's operation

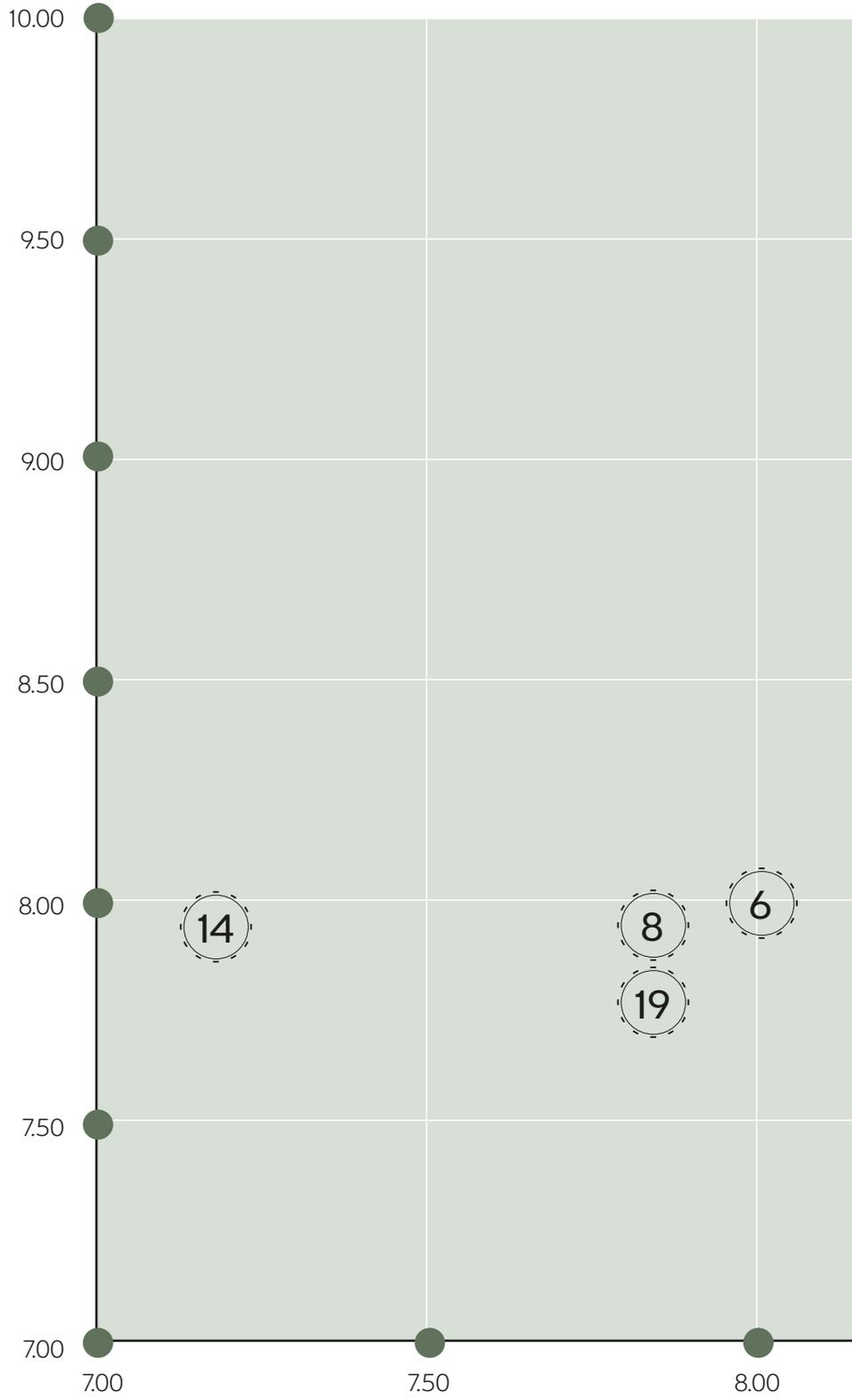
*The 10 material issues that emerged from the Materiality Analysis exercise are in red.*

In the Materiality Matrix, the vertical axis depicts how the stakeholders perceive the materiality of each issue and the horizontal axis depicts the view of Eurobank Management on these issues. Through this process, and once the project team and the Bank's Management validated the issues, 10 issues emerged as the most material and these constitute the main growth pillars of this Report's content. The boundaries of these issues were then determined and aligned with the UN Sustainable Development Goals (SDGs).

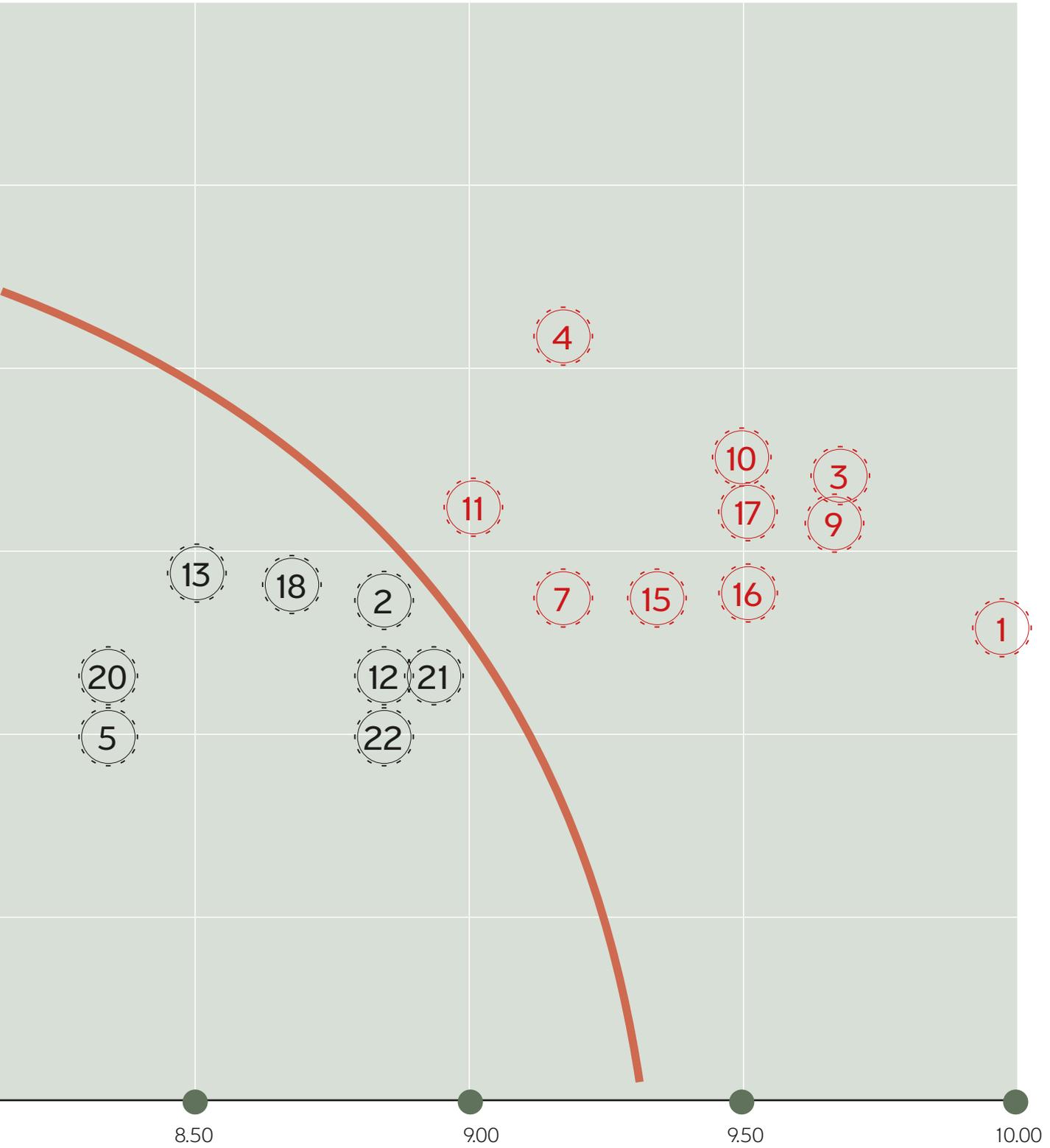
# CORPORATE RESPONSIBILITY



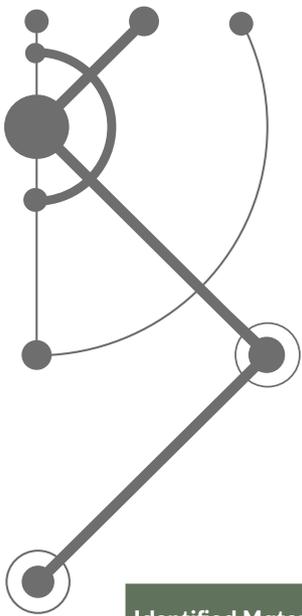
Impact on the evaluations and decisions of stakeholders



**Materiality Matrix**

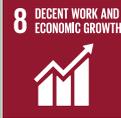
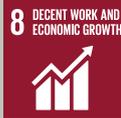


Eurobank's economic, environmental and social impact



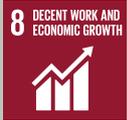
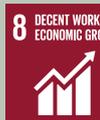
## Materiality Analysis

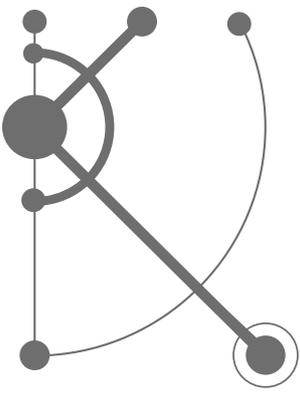
### Identified Material Issues & Boundaries

Identified Material Topics	Boundaries	Alignment with Sustainable Development Goals (SDGs)	GRI Indicator
3 Responsible provision of information and customer service	Eurobank Employees Investment & Investor Analysts Customers Business Community Government & Regulatory Authorities	 	GRI 417-1 GRI 417-2 GRI 417-3  <b>P. 52</b>
9 Supporting and financing the Greek Economy	Eurobank Employees Suppliers Young Entrepreneurs Local Communities Media Business Community Government & Regulatory Authorities NGOs & Associations	     	GRI 203-2 GRI 204-1 FS7 FS8  <b>P. 64</b>
1 Financial growth / performance	Eurobank Employees Investment & Investor Analysts Customers Suppliers Business Organisations Government & Regulatory Authorities	   	GRI 201-1  <b>P. 15</b>
4 Stakeholder personal data protection	Eurobank Employees Investment & Investor Analysts Customers Suppliers Young Entrepreneurs Government & Regulatory Authorities Media Business Community Local Communities NGOs & Associations		<a href="https://www.eurobank.gr/en/gdpr-general-data-protection-regulation/">https://www.eurobank.gr/en/gdpr-general-data-protection-regulation/</a>  <b>P. 54</b>
10 Supporting Start Up entrepreneurship & innovation	Eurobank Young Entrepreneurs Business Community Local Communities	  	GRI 203-1 GRI 203-2  <b>P. 73</b>

Material issues ranked based on their score (highest to lowest)

## Identified Material Issues &amp; Boundaries

Identified Material Topics	Boundaries	Alignment with Sustainable Development Goals (SDGs)	GRI Indicator
17 Human resources education & learning	Eurobank Employees Investment & Investor Analysts Customers Suppliers Young Entrepreneurs	  	GRI 404-1 GRI 404-2 GRI 404-3  <b>P. 110</b>
16 Attracting talented individuals with deep knowledge	Eurobank Employees Investment & Investor Analysts Customers Suppliers Young Entrepreneurs Local Communities		GRI 401-1 GRI 401-2 GRI 404-1 GRI 404-2 GRI 404-3  <b>P. 99</b>
15 Deployment of human resources	Eurobank Employees Investment & Investor Analysts Customers	 	GRI 401-1 GRI 401-2 GRI 404-1 GRI 404-2 GRI 404-3  <b>P. 101</b>
11 Education & Excellence	Eurobank Employees Analysts & Investors Customers Local Communities NGOs & Associations	 	GRI 203-2  <b>P. 86</b>
7 Corporate Governance	Eurobank Employees Investment & Investor Analysts Government & Regulatory Authorities Customers Suppliers Media NGOs & Associations		General Disclosures GRI 102-18 GRI 102-19 GRI 102-20 GRI 102-21 GRI 102-23 GRI 102-33  <b>P. 17</b>

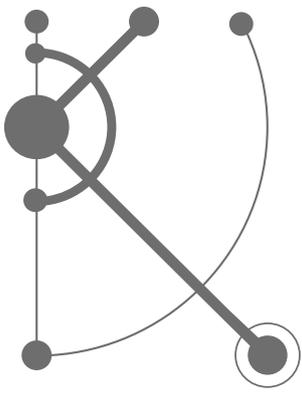


## GRI 102-44

## Corporate Responsibility Goals

Identified Material Issues	2018 Goals	2018 Performance	2019 Goals
3 <b>Responsible provision of information and customer service</b>	Increase in customer satisfaction overall from the service provided, as measured through specific surveys.	The Bank conducted a customer satisfaction survey which started at the end of 2018 and was concluded within 2019.	Design and implementation of an automated process, which will propose solutions and improvements to customer service.
9 <b>Supporting and financing the Greek Economy</b>	Targeted initiatives in the significant entrepreneurship pillars, that support and develop the Greek Economy.	<ul style="list-style-type: none"> <li>i. The 8th "Go in Thessaloniki" B2B Trade Delegation was hosted in 2018.</li> <li>ii. Eurobank continued its strategic partnership with Greek Tourism Confederation (SETE).</li> <li>iii. The "Growth Awards" were organized for the 3rd year running.</li> <li>iv. New innovative services by Eurobank, such as v-Banking and Business Check up to help Greek businesses grow.</li> <li>v. Comprehensive financing solutions for SMEs, farmers, professionals and vulnerable social groups.</li> </ul>	Targeted initiatives in the significant entrepreneurship pillars that support and develop the Greek Economy.
1 <b>Financial growth / performance</b>	Redesign of the Bank's operational model aiming to increased efficiency and a customer-centric approach.	<p>The new customer-centric organisational restructuring of Retail Banking, which had been designed in 2017 was implemented and customised.</p> <p>The Lean and Digital (LED) programme commenced supporting the implementation of the Lean Banking methodology for optimising end-to-end customer journeys.</p> <p>Redesign of the organisational model for property management assigned to expert providers.</p>	<ul style="list-style-type: none"> <li>1. Adjustment of the organisational model to the changes that will arise from the implementation of Eurobank's Acceleration Plan.</li> <li>2. Finalisation of the organisational model for property management.</li> <li>3. Completion of the organisational design of Lean Banking and Centres of Excellence.</li> </ul>

Identified Material Issues	2018 Goals	2018 Performance	2019 Goals
<p>10 <b>Supporting Start Up entrepreneurship &amp; innovation</b></p>	<p>1. Strengthening and supporting the digital transformation of Greek businesses especially in the digital technology and FinTech sectors.</p> <p>2. Strengthening the extroversion of the egg – enter•grow•go business teams.</p> <p>3. Linking startups to entrepreneurship. Supporting and assisting teams to network with potential customers/ strategic partnerships.</p>	<p>1. 58,8% of the business teams of the 6th cycle formed companies in the sectors of Tourism, ICT and FinTech, etc.</p> <p>2a. 17 start ups participated in business delegations and were trained in the largest international start up ecosystems:</p> <ul style="list-style-type: none"> <li>○ 12 in Tel Aviv</li> <li>○ 2 in Barcelona</li> <li>○ 3 in Toronto</li> </ul> <p>2b. More than 30 start ups participated in the Thessaloniki International Fair (TIF).</p> <p>3. 43% of start ups that presented a business plan signed a partnership agreement.</p> <p>4. 3 start ups raised €950,000 (angel investors &amp; VCs) and 9 start ups received €675,000 in ERB financing.</p>	<p>25 start ups for the incubation platform and 15 start ups for the acceleration platform of egg – enter•grow•go.</p>
<p>17 <b>Human resources education &amp; learning</b></p>	<p>New methodologies and human resources systems introduces to support continuous learning and professional development, applying the new international standards.</p>	<p>As part of the interest shown by Eurobank in educating and training human resources, the following arose Group-wide in 2018:</p> <ul style="list-style-type: none"> <li>○ 47 days of training on average per employee.</li> <li>○ 82,568 participations in training programmes.</li> <li>○ 368,305 training man-hours.</li> <li>○ 94,2% of Group employees attended training.</li> </ul> <p>The partnership with the most distinguished educational bodies continued, enriching the professional development programmes and creating an educational plan for acquiring skills per position, hands-on banking experience and digital expertise.</p> <p>Our new intranet, Connected, inaugurated in 2018, is a significant tool for enhancing knowledge. Connected offers an upgraded navigational and search experience saving employees time and offering them immediate information and a wealth of information on issues that concern them.</p>	<p>Through its investment in the new human resources management cloud-based platform, SAP Success Factors, Eurobank aims to offer further training to its human resources by developing and making optimum use of the employees' skills.</p> <p>The aim of the new platform is for employees to have an active role in education and develop further as individuals and as teams, while upgrading their experience and digital profile.</p> <p>Moreover, the very high educational level will be maintained, focusing on the most modern educational needs based on international standards.</p>
<p>16 <b>Attracting talented individuals with deep knowledge</b></p>		<p>The Group places emphasis on attracting and choosing talented people with deep knowledge. Therefore, these new hires in Greece in 2018 involved executives with a strong academic background (96% holders of graduate and postgraduate degrees and PhDs), skills that respond to the contemporary workplace and professional experience, usually at least 5 years of service (72%). The respective rates for Greece were 61% and 49%.</p> <p>In addition, by actively participating in the largest career forums in Greece, the Bank gave young people the opportunity to learn about Eurobank's activities, strategic goals and values.</p>	<p>The aim for 2019 is to maintain the very high level of employees. In this light, hires will continue to reflect the need to work with capable and talented executives with a strong academic background.</p> <p>We will continue to support the new generation with the possibility of kicking off their career with us.</p>

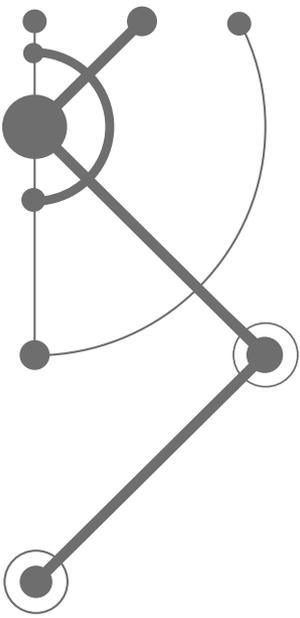


## Corporate Responsibility Goals

Identified Material Issues	2018 Goals	2018 Performance	2019 Goals
<p><b>15</b> <b>Deployment of human resources</b></p>	<ol style="list-style-type: none"> <li>1. Focusing on and developing the mentality / commitment of employees, in line with the Bank's visions and values.</li> <li>2. Focusing on identifying and developing the professional career of employees within the Bank.</li> </ol>	<p>The Group's commitment to promote and safeguard our values is also confirmed through the employee performance evaluation process.</p> <p>Specifically, the Axiopoio (Development) performance evaluation and development system, which applies to all employees in Greece, Cyprus and Serbia, aims to help employees gain better control over their professional development, based on the Bank's values and vision.</p> <p>The employee recognition and reward programme "Sto Epikentro" ("In Focus") is also based on the Bank's values. Meanwhile, the Group focuses on deploying its existing workforce to meet internal staffing needs according to their qualifications and applying meritocracy, offering substantial career development prospects and incentives for employees. In 2018, 77% of job vacancies in Greece were filled internally. At Group level, the respective rate stood at 61%.</p>	<p>Eurobank's aim for 2019 is to focus on developing and deploying the human resources offering employees all the skills and opportunities needed to develop and maximise their potential.</p> <p>The innovative SAP Success Factors system with a roll-out in 2019 will contribute to showcasing the profile and the professional footprint of employees, fostering their best and most targeted deployment.</p>
<p><b>11</b> <b>Education &amp; Excellence</b></p>	<p>Excellence in Education was highlighted through "The Great Moment for Education" programme.</p>	<p>"The Great Moment for Education" programme continued for a 16th consecutive year. Eurobank rewarded 890 high-school graduates who achieved top marks across Greece.</p>	<p>"The Great Moment for Education" programme will continue.</p>

7

Identified Material Issues	2018 Goals	2018 Performance	2019 Goals
<b>Corporate Governance</b>	The corporate governance rules applied at Group level were further enhanced.	<p>Continuous monitoring of legislative and regulatory developments in Greece and Europe, ensuring their timely implementation by properly adjusting corporate governance internal processes.</p> <p>Systematic monitoring and implementation of best international practices in corporate governance, taking into account the ever-changing and dynamic operational environment with regard to the way the Bank's Board of Directors operates and is evaluated, and ensuring the effective performance of their duties, as reflected in the annual evaluation of its structure, size, composition and performance.</p> <p>Systematic evaluation of new Board members for all Group subsidiaries, in line the Bank's corporate governance standards.</p>	The corporate governance rules applied at Group level to be further enhanced, in line with the best international practices.
<b>Improving products &amp; services</b>	<ol style="list-style-type: none"> <li>1. Rationalising the product list and streamlining procedures.</li> <li>2. Digitising and streamlining operations.</li> </ol>	Looking forward, and always focusing on customers, the Bank is continuing its efforts to simplify products, services and procedures.	<ol style="list-style-type: none"> <li>1. Rationalising the product list and streamlining procedures.</li> <li>2. Digitising and streamlining operations.</li> </ol>



## Corporate Responsibility Goals

As part of the effort to constantly improve its environmental performance, the Bank had set the following environmental goals for 2018:

2018 Environmental Goals	Environmental Programmes (EPs)	Performance
To reduce the paper supply	Paper Savings Programme	The target for the reduction of paper supply was exceeded
To recycle 100% of Electrical Waste and Electronic Equipment	Electrical and Electronic Equipment Management Programme	The recycling of electrical and electronic equipment waste target was met
To reduce greenhouse gas emissions relative to the base year 2014	Energy Management System (ISO 50001)	The greenhouse gas emissions reduction target was met

As part of the effort to constantly improve its environmental performance, the Bank has set the following environmental goals for 2019:

Purpose	Goal	Programme	Implementation Year
Conservation of Natural Resources	To reduce electricity consumption	Energy Management System (ISO 50001)	2019
	To reduce the paper supply	Paper Savings Programme	2019
Reduction, Recycling and Efficient Solid Waste Management	To recycle 100% of empty toner cartridges	Printing Management System	2019
	To recycle 100% of lamps / batteries	Lamp / Battery Recycling Programme	2019
	To recycle 100% of the electrical and electronic equipment waste	Electrical and Electronic Equipment Management Programme	2019
Reduction of Greenhouse Gas Emissions	To reduce greenhouse gas emissions relative to the base year (2014)	Energy Management System (ISO 50001)	2019



GRI 102-12

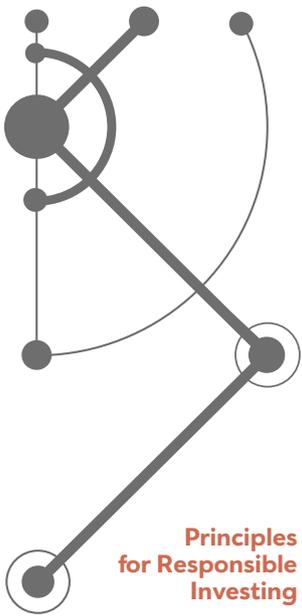
GRI 102-13

## Memberships in Associations & Organisations

### UN Global Compact

Eurobank signed the UN Global Compact in 2008, actively supporting and promoting its 10 principles. Each year, the Bank publishes a report with the activities that reflect its commitments to these principles. The UN Global Compact is an international voluntary initiative designed to promote sustainability and responsible business. It provides a framework of 10 internationally accepted principles in the areas of human rights, labour rights, protection of the environment and anti-corruption, on the basis of which the companies that participate in it commit themselves to align their strategy and operations.

UN Global Compact Principles		Reference to Group Reports
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Corporate Responsibility</li> <li>Customer &amp; Supplier Relations</li> <li>Putting our People First</li> <li>2018 Annual Financial Report</li> </ul>
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Corporate Responsibility</li> <li>Customer &amp; Supplier Relations</li> <li>Putting our People First</li> <li>2018 Annual Financial Report</li> </ul>
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Putting our People First</li> <li>2018 Annual Financial Report</li> </ul>
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Putting our People First</li> <li>2018 Annual Financial Report</li> </ul>
Principle 5	Businesses should uphold the effective abolition of child labour.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Putting our People First</li> <li>2018 Annual Financial Report</li> </ul>
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Putting our People First</li> <li>2018 Annual Financial Report</li> </ul>
Principle 7	Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Corporate Responsibility</li> <li>Putting the Environment First</li> <li>2018 Annual Financial Report</li> </ul>
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Putting the Environment First</li> <li>2018 Annual Financial Report</li> </ul>
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Putting the Environment First</li> </ul>
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> <li>2018 Corporate Responsibility Report – Corporate Responsibility</li> <li>Putting our People First</li> <li>2018 Annual Financial Report</li> <li>2018 Annual Report</li> </ul>



## Memberships in Associations & Organisations

### Principles for Responsible Investing

Subsidiary Eurobank Asset Management MFMC is the first asset management company in Greece to sign the PRI (Principles for Responsible Investment) Initiative in 2018, as part of the broader policy of the Eurobank Group to support sustainability and responsible entrepreneurship. The PRI numbers over 2,300 signatories, representing USD 82 trillion assets under management, which integrate environmental, social and governance (ESG) factors into their investment decisions as part of their strategy. This initiative commenced in 2006, endorsed by the United Nations (UN) and the United Nations Environment Programme Finance Initiative (UNEP FI), and supports the 17 Sustainable Development Goals adopted by the UN in 2015.

### United Nations Environment - Program Finance Initiative (UNEP FI)

Since 2005, Eurobank has been a member of the United Nations Environment Program Finance Initiative (UNEP FI) on the promotion of Sustainable Development. From 2010 to 2014, Eurobank was a member of the Banking Commission and the Global Steering Committee. During the same period, the Bank also assumed the Presidency of the European Task Force, coordinating the campaign for the promotion of Sustainable Banking in the European Union, and was instrumental in the publication of a Sustainable Banking Guide, the first of its kind worldwide.

### Sustainable Greece 2020

Eurobank has been an ambassador for the Sustainable Greece 2020 Initiative since 2014. This Initiative is realised by the QualityNet Foundation, in cooperation with Greece's most important business associations, and aims to raise awareness of Sustainable Development and Responsible Entrepreneurship through systematic dialogue and the creation of methodologies and tools, such as the Sustainability Observatory, which relate to the three pillars of Sustainable Development: economy, the environment and society.

### CSR Hellas

Eurobank has been a member of the Hellenic Network for Corporate Social Responsibility (CSR Hellas) since 2003. The aim of CSR Hellas is to promote and highlight the Corporate Responsibility of Greek enterprises and organisations through a series of initiatives, best practices and actions that help enhance social cohesion and Sustainable Development.

**Global Sustain**

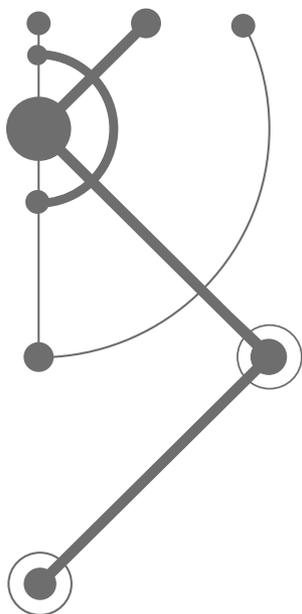
Eurobank is a member of Global Sustain, which promotes corporate responsibility, green economy, sustainability, business ethics and excellence, responsible investments, transparency, human rights and accountability through the provision of innovative services. Global Sustain mission is to create awareness, inspire and support companies and organisations in sustainability, through advisory, communications, networking and training, guided by the people-planet-profit concept.

**Sustainable  
Development  
Committee of  
the Hellenic Bank  
Association (HBA)**

Eurobank played a leading part in the establishment of the Sustainable Development Committee of the Hellenic Bank Association and continues to coordinate its work even today. The Committee monitors developments in the international and national regulatory/legislative framework and handles issues relating to environmental protection, sustainable development and corporate social responsibility. In this context, the Committee cooperates with three major organisations (Hellenic Network for Corporate Social Responsibility, Network of Responsible Organisations and Active Citizens) to identify best practices in this area.

**Energy Efficiency  
Financial Institution  
Group (EEFIG)  
– European  
Commission**

The Bank is a member of the permanent European Commission expert panel on Energy Efficiency Financing (EEF). The EEFIG was established in 2013 by the European Commission Directorate-General for Energy (DG Energy) and the United Nations Environment Programme Finance Initiative (UNEP FI). The principal aim of the EEFIG is to initiate dialogue with all involved entities, so as to further promote the long-term financing of energy saving projects.



## Awards 2018

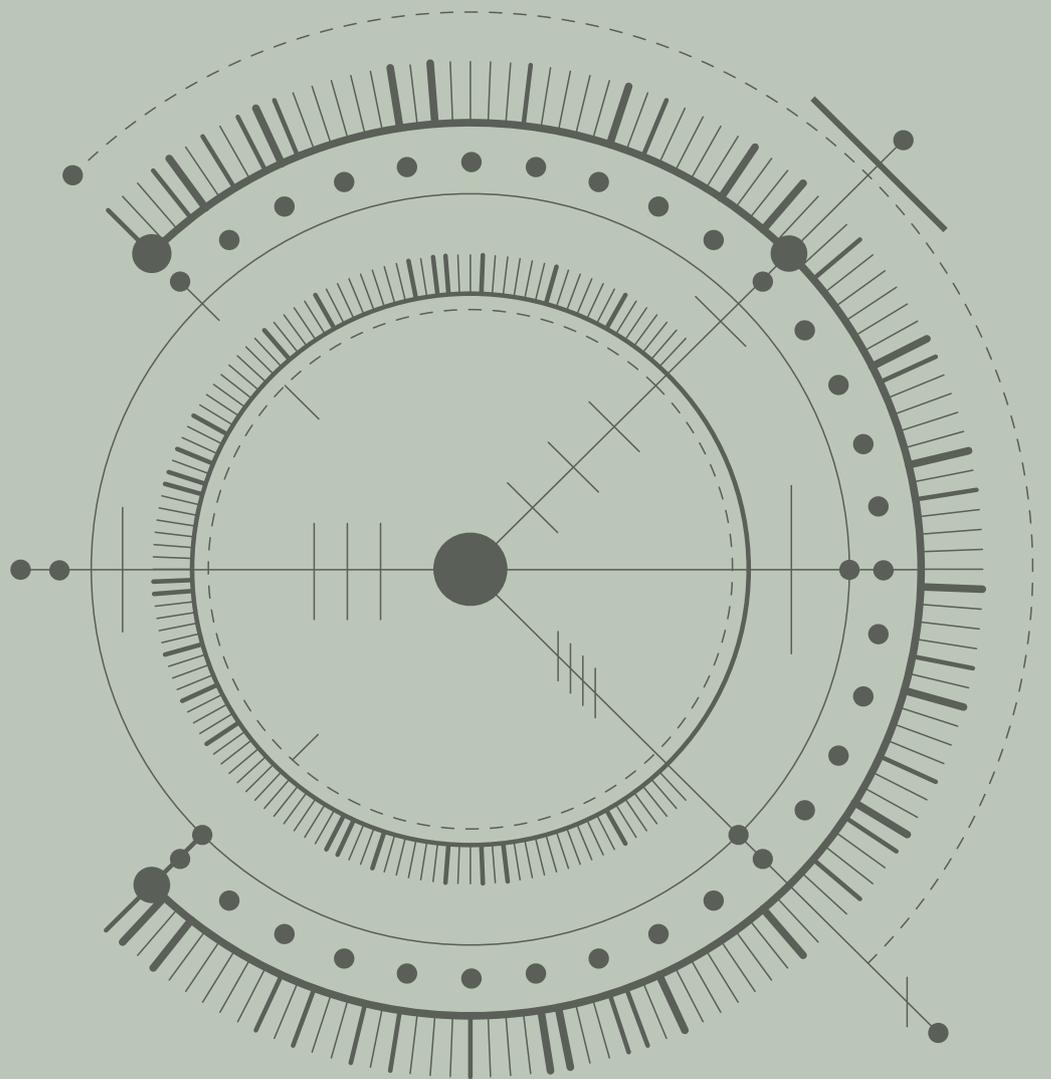
BANKING SERVICES		
Best Bank	GREECE	Global Finance Magazine
Best Retail Bank	GREECE	World Finance Magazine
Best Savings Bank	GREECE	Global Banking & Finance Review
Most Admired Companies #8	GREECE	Fortune and KPMG Magazine Review
Best Retail Bank	BULGARIA	World Finance Magazine
Best Banking Group	CYPRUS	World Finance Magazine
PRIVATE BANKING		
Best Private Bank	GREECE	Global Finance Magazine
Best Private Bank	GREECE	World Finance Magazine
Best Private Bank	GREECE	PWM & The Banker Magazines
Best Private Bank	CYPRUS	Global Finance Magazine
IT SERVICES		
Best Digital Bank	GREECE	Global Finance Magazine
Best web content experience in Southern Europe for new website eurobank.gr	GREECE	Sitecore Experience Awards
MARKETING & COMMUNICATION		
Corporate Affairs Excellence Award for Eurobank's Corporate Campaign "Putting You First": Corporate Communication category	GREECE	Corporate Affairs Excellence Awards / EEDE

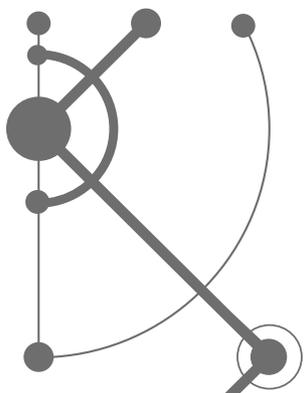
## Awards 2018

<b>CORPORATE RESPONSIBILITY</b>		
Corporate Affairs Excellence Award for egg -enter•grow•go programme: CSR category	GREECE	Corporate Affairs Excellence Awards/EEDE
<b>CUSTODIAN SERVICES</b>		
Best Sub-Custodian Bank	GREECE	Global Finance Magazine
Best Global Custodian	CYPRUS	World Finance Magazine
Global Outperformer - Banks in emerging markets survey	GREECE	Global Custodian Magazine
Market Outperformer - Banks in emerging markets survey	GREECE	Global Custodian Magazine
<b>TRADE FINANCE SERVICES</b>		
Best Trade Finance Provider	GREECE	Global Finance Magazine
<b>EQUITIES BROKERAGE</b>		
Leading Brokerage Firm	GREECE	Extel Survey
Best Country Research	GREECE	Extel Survey
<b>MUTUAL FUND MANAGEMENT</b>		
Best Investment Management Company	GREECE	World Finance Magazine
<b>REAL ESTATE</b>		
Best Bank in Real Estate in the Loan Finance, Equity Finance, Debt Capital Markets and M&A Advisory categories	GREECE	Euromoney Magazine
<b>TRANSACTION BANKING</b>		
Best Service Cash Management	GREECE	Euromoney Magazine
Best Treasury & Cash Management	GREECE	Global Finance Magazine
Market Leader Cash Management	GREECE	Euromoney Magazine



# CUSTOMER & SUPPLIER RELATIONS





# CUSTOMER & SUPPLIER RELATIONS

## Customer Relations

12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



Providing quality services to customers is more than ever a commitment and proof of the recognition, respect and appreciation of the Bank for its customers.

To this end, safeguarding and strengthening our relationship with customers and cooperating with them was our primary goal for yet another year.

Staying true to our values, such as Professionalism, Integrity, Objectivity, Confidentiality, Respect and caring for People, we continued our efforts to build relationships of trust with our customers daily, enhancing transparency and impartiality in our mutual relations.

To achieve our goal, we apply ISO 9001 certified processes and modern IT applications, which help us to instantly record and manage complaints, efficiently monitor the progress of cases, but also analyse and use information to continuously improve the services we offer.

At the same time, we see to the continuous review of our processes, while taking into account the Complaints Handling Policy, so that they are fully harmonised with the European and Greek regulatory framework in force for addressing complaints.

To help our customers, we have posted information online detailing how to file a complaint, the response times and other relevant information, as well as information about the Hellenic Ombudsman for Banking-Investment Services and their contact details, in the event they wish to contact this Authority.

In addition, the procedure for filing a complaint is also explained to customers in a clear and comprehensible manner through brochures available in customer service areas, as well as through EuroPhone Banking and e-Banking.

Our aim is to make every customer feel unique and treat them with a personalised approach, tailored to their problem. In this light, we contact customers both when we receive their complaint, to better understand their needs, and when their complaint handling has been concluded, to find out whether they were satisfied with our service.

In 2018, 15,147 customers informed us of an issue that caused them concern, using the multiple communication channels available to them. We handled these cases with compassion, honesty and social sensitivity and tried to resolve them in the best possible manner. We also used the complaints as a source of information to identify potential weaknesses and better understand our customers' needs. We then submitted relevant proposals for improvement to the competent units. As a result, there was a 17% drop in incoming complaints in 2018 compared to 2017.

Note that 73% of the cases were resolved within 14 days, while 31% were resolved in favour of the customer or were settled amicably. Specifically, 36.5% of the complaints at the first level of handling were resolved in 2 days, up by 18% compared to 2017, while the average resolution time was 18 calendar days, significantly improved compared to 2017.

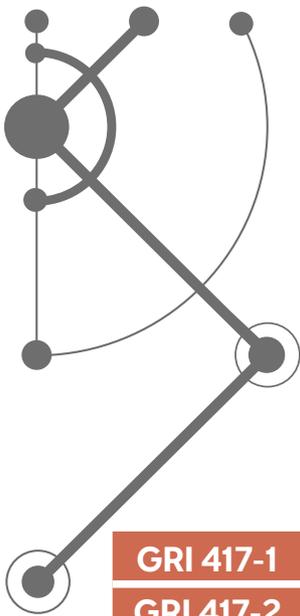
For yet another year running, and working closely with public entities, consumer associations and the Ombudsman for Banking-Investment Services, we contributed in strengthening the positive image and reputation of the Bank and represented the banking sector at the Hellenic Federation of Enterprises (SEV) working group, ensuring the promotion of best practices in customer service matters.

### **Retail Customer Complaints**

Retail Customer Complaints is a centralised first-level complaint handling unit for complaints filed by Retail Banking customers. It adopts customer-centric procedures and its primary aim is to ensure smooth resolution of complaints, swiftly and objectively.

Incoming Retail Banking customer complaints dropped by 17% in 2018 compared to 2017. This reduction coincided with the improvement in the key indicators monitored by the Bank. Specifically, the average resolution time for Retail Banking customer complaints was 18 calendar days in 2018, down by around 6 days compared to 2017. 36.5% of complaints were resolved within 2 days in 2018, up by 18% compared to 2017.

Through handling these cases and using modern methodologies, more than 35 improvement actions in procedures and services were identified, which were adopted in cooperation with the units involved to improve the overall customer experience.



### Responsible Customer Information

- GRI 417-1
- GRI 417-2
- GRI 417-3

As part of its responsible customer information strategy Eurobank focuses on providing specialised information to every customer / counterparty, with a view to communicating its products and services with transparency. To this end, it has set up customer support departments, as well as both traditional and online service networks. It has also established simple and easy-to-understand procedures and has created brochures to inform customers accurately and clearly about all its products and services. The Bank applies the regulatory framework and the Code of Banking Conduct and has control mechanisms in place to ensure compliance with the legislative framework.

Before carrying out any transactions with the Bank, or any requests for products and services customers may refer to the General Terms of Banking Transactions and the Payment Services Agreement. Additionally, customers may obtain detailed information about the features of a product or service they may be interested in through the special precontractual documents for each product, or through the Bank's Branch Network, the corporate website ([www.eurobank.gr](http://www.eurobank.gr)) or e-Banking.

The information initially provided to customers about their transactions with the Bank offers a general overview of the General Terms of Banking Transactions and the Payment Services Agreement, information about the processing of the customers' personal data, the potential recipients of such processing and the customers' personal data protection rights.

Customers are also informed of the Bank's charges for its products and services, as well as about other matters, such as the Hellenic Deposit and Investment Guarantee Fund (TEKE) and the Hellenic Ombudsman for Banking-Investment Services, etc.

Customers interested in obtaining a loan are informed of all the loan features, both orally and in writing, before signing the relevant agreement. By means of simple and easy-to-understand numerical examples, they can comprehend the way the loan operates, as well as their rights and obligations arising from its use. Additionally, after a loan agreement has been signed, customers are kept updated through regular statements or in response to a relevant request from the customer.

Similar information is provided to customers prior to signing an agreement, when the agreement is signed and on a regular basis thereafter, by duly qualified Bank officers.

Borrowers who encounter difficulties in repaying their debts are offered debt settlement solutions, such as lower monthly instalments, interest-only payments, extension of the loan term, interest rate reduction and interest write-offs. As regards debts in arrears, borrowers may apply for inclusion in the Arrears Resolution Process, pursuant to the Bank of Greece Code of Conduct (for loans) under Law 4224/20136, through the Bank branches. Information about this process is posted on the Bank's website ([www.eurobank.gr](http://www.eurobank.gr)).

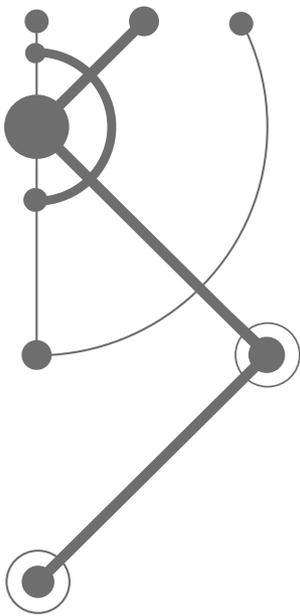
Customers may obtain additional information about their transactions with the Bank whenever necessary through a Bank branch, the Bank's website, e-Banking or EuroPhone Banking (+30 210 95 55000).

A key element of responsible customer information is to provide continuous, prompt and accurate information.

In 2018, no significant fines were imposed on the Bank for failing to comply with the legal and regulatory framework regarding the provisions of products and services to customers. The Bank complies with the legal and regulatory framework in force on a national and European level. In addition, no sanctions were imposed for failing to comply with the legal and regulatory framework and the voluntary codes regarding communication in the context of marketing campaigns, including ads, promotions and sponsorships were respected.

Note that when the Bank promotes its products and services, apart from the national and European legislation, it takes into account the Codes in place with regard to communication, marketing and ads, while it has established control mechanisms and safeguards to ensure compliance with the regulatory framework in force.

In light of the capital controls in place on cash withdrawals and cash transfers, the Bank continues to inform its customers on the measures in force through its branches, website and informative messages displayed in alternative transaction networks (ATMs, etc.). The Bank also uses custom-designed applications to provide additional information to its customers regarding their transactions (e.g. tax deduction service).



## Personal Data Protection

Personal data protection is a legal obligation for the Bank, but also a key factor in building trustful relationships with customers.

In this context, the Bank has adjusted its practices to the provisions of the General Data Protection Regulation (GDPR) (EU) 2016/679, which came into force in Greece on 25 May 2018.

The relevant information on personal data processing and the rights of data subjects is available in the Bank's Notice on the Processing of Personal Data Pursuant to Regulation (EU) 2016/679 and relevant Greek Legislation. This document is posted on its website ([www.eurobank.gr](http://www.eurobank.gr)) and is kept updated, while it is also available through its Branch Network.

The Bank processes personal data lawfully, with due regard to the applicable rules on data confidentiality and the rights of data subjects. The data collected is limited to the minimum information required for each purpose and is accurate, updated and kept only for the period required. Moreover, the Bank pays particular attention to applying proper organisational and technical measures to ensure data security.

The main priority of the Bank's competent Units is to establish a secure environment, which would prevent unauthorised processing of personal data and would safeguard the interests of its customers and associates.

In the event of any personal data breach incident that may pose a threat to the rights and liberties of the people involved in the incident, the Bank notifies the Hellenic Data Protection Authority accordingly. This notification takes place without delay and, if possible, within 72 hours from the time the Bank becomes aware of the incident. Furthermore, when the breach may pose a considerable threat to the rights and freedoms of the natural persons affected by the incident, the Bank must also inform these people of the breach without delay.

All Bank staff have been informed of and are familiar with the personal data protection regulations, while ongoing training and performance of daily tasks ensure the safety and confidentiality of all personal data processing operations.

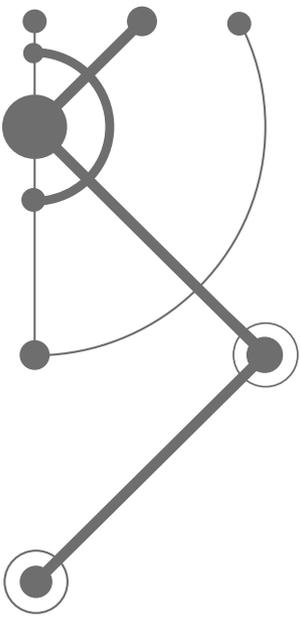
## Responsible Marketing & Communication

As part of its human-centred culture, Eurobank designs products and services to meet the individual needs of its customers. With a view to optimising the messages used to promote these activities, the Bank carries out systematic surveys on each customer segment, focusing on both quantitative and qualitative features that highlight the trends and expectations of its customers. Using specialised Customer Relationship Management tools, Eurobank is able to offer to each customer the product or service that truly suits their needs.

In parallel, by using personalised communication tools, customers can be directly and promptly informed about the new offers on their products and services. Targeted marketing campaigns take into account the stage of each customer (new customer or customer who may have filed a complaint for a specific product or service) and follow a specific procedure for each stage. In addition, the communication is not only for the purpose of promoting products and services, but also aims to reward the relationship with the client. For its targeted communication actions (via email, text messages, e-Banking messages, Viber instant messages, etc.), the Bank fully complies with the General Data Protection Regulation (GDPR) (EU) 2016/679, which came into force in Greece on 25 May 2018, in all available mediums and for all updated methods used.

During 2018, over 250 targeted communication actions were conducted, focusing on Personal Banking, Business Banking and Individual Banking customers, as well as products and services of strategic importance for the Bank. These campaigns were conducted through all own-media channels (both digital and physical content) on both Branch Networks (Eurobank & New TT Branch Network). At the same time, more than 50 targeted communication activities were organized supporting the areas of Wealth Management and Corporate & Investment Banking which included presentations of investment banking proposals, financial planning tools, as well as export and import networking.

To ensure proper communication Eurobank has developed procedures and mechanisms as per the applicable laws and regulations in order to promote and communicate its products and services with transparency. Each new communication activity is designed in a well-organised, transparent environment where the roles and responsibilities of all units involved are fully specified. Each advertising and/or promotional activity is subject to prior authorisation by the competent Bank Divisions in line with the applicable regulations, while the Bank's Legal Department ensures that the content of the communication does not violate applicable laws and regulations.



## Market Research Projects

True to its commitment to put customers first, in 2018 Eurobank completed around 30 research projects to monitor market trends, identify needs and expectations and evaluate the banking experience both for the public and for its customers.

With regard to the 2018 findings in particular, note the results of the continuous nationwide monitoring survey for key indicators, image development and effectiveness of the media presence of Eurobank and the competition, conducted by an independent market research company on bank clients. The survey results showed that Eurobank's advertising recognition indicators remained stable, while the client attractiveness indicators improved. In addition, the Bank's image was strong in terms of innovation, top-level e-Banking and mobile banking services, drive, efficient customer service, well informed staff and support for the economy.

In addition, a series of ad hoc surveys were conducted throughout the year, in partnership with external associates as well as internally, exclusively utilising the Bank's own resources, so as to review and evaluate new ideas, products, services and communication for the Group. The survey results were instrumental in assisting strategic decision-making focused on improving the indicators of interest in the Bank and achieving its business objectives.

## Supplier Relations

**GRI 102-9**

**GRI 102-10**

**GRI 204-1**

The Eurobank Group pays particular attention to the relationships it forges with its suppliers and business partners. In 2018, the Group continued to apply its centralised procurement model, which covers both domestic and foreign subsidiaries, while it carried out tenders to award major projects, substantially saving on costs.

Moreover, the Bank currently handles the entire procurement cycle online, including the payments cycle, to ensure efficient management of all procurement requests.

Using its single supplier evaluation platform, it evaluates its suppliers both quantitatively and qualitatively. It measures and weighs all the key financial data from the balance sheets of suppliers, supplementing the evaluation with qualitative information, elicited by means of targeted questionnaires addressed to qualified evaluators. Finally, a weighted objective score is obtained for each supplier, reflecting the progress and quality of the supplier's relationship with the Bank.

Note that in 2018, the Bank created and added to the evaluation platform two additional questionnaires, for consulting services and technical construction, on top of the existing questionnaires for suppliers of IT equipment and other goods and services, so as to better rank the suppliers, as each questionnaire addresses the specific goods/services each supplier provides.

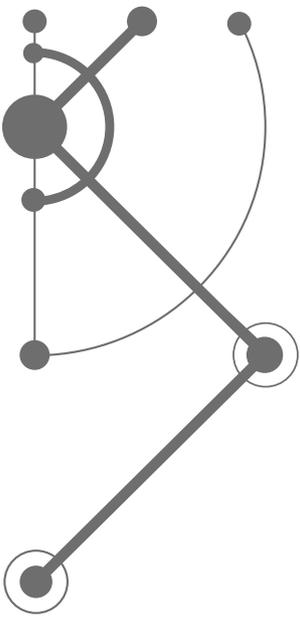
Specifically, in 2018 the Bank performed evaluations for IT suppliers, consulting services, technical services, construction work, as well as suppliers of other goods and services, adding, for the sake of quality and risk management, special indicators that measure: i. the suppliers' level of dependency on the Bank compared to their total turnover, ii. the Bank's level of dependency on the suppliers in relation to their total turnover with the Company.

In addition to the platform, the Bank has a specific Procurement Policy in place, which lays down the procurement principles that ensure the method, quality, necessity and relevant cost of each individual purchase while the supplier evaluation process supplements the impartiality of the evaluation by setting rules and criteria that apply both to the Bank and to all Group subsidiaries.

By drawing on the policies, procedures and instructions in place, the Bank follows a coherent procurement methodology that is based on systems and roles, so as to ensure the best possible cooperation, adapted to each individual need each time.

The Bank's suppliers and its relationships with them are reviewed at regular intervals through formal procedures while the Procurement Committee ensures that the relevant procedures are followed both in terms of procurement necessity and in terms of operating cost containment.

For reasons of transparency and with a view to safeguarding the interests of the Group, the Group Procurement Sector, in cooperation with the Compliance Division, established the Due Diligence Procedure for New Bank Suppliers.



## Supplier Relations

Based on this procedure, each new supplier must submit their published balanced sheets and all necessary financial information going back 3 years as well as disclose to the Bank the legal form, the real beneficiaries and the legal representatives of the company.

The Bank and the Group continued to apply the Green Procurement Policy in 2018 – for example for A4 paper and computers (PCs, laptops, tablets) – evaluating environmentally friendly solutions (Eco-label products) and specific green criteria for awarding contracts to the final lowest bidder.

In 2018, the Bank worked with 812 suppliers, of which 330 were IT suppliers, while the remaining 482 provided other goods and services. In terms of contracts, in 2018 the Bank maintained 1,044 active contracts, of which 648 were drawn up within the year. The total cost of the investments carried out in 2018 amounted to €79 million, while the total administrative operating cost amounted to €194.4 million.

Aiming to meet the needs of the branch network and the centralised units of the Group, the Group Procurement Sector receives relevant requests (MROs) online (Marketplace – Ariba). These requests have been first evaluated and approved by authorised Bank executives through the competent Management Units.

Note that in the context of the Bank's Transformation, major strategic projects are carried out by the Group Procurement Sector in partnership with the units involved. The products and services are separated into IT and non-IT as well as in Consulting Services, which involve outsourced services. As soon as the competent department within the Procurement Sector receives the MRO online, a tender procedure is initiated, apart from the cases of a direct assignment, and mainly evaluated suppliers from the Bank's supplier registry are invited to submit their tenders.

Following the submission of the offers, a technical evaluation follows, which is performed by a committee made up of qualified executives appointed by the Bank, and the result is sent to the Group Procurement Sector so the tendering process may continue. The financial offers are then unsealed and a relevant financial evaluation is performed, with simultaneous ranking of the financial and technical evaluation. Usually, two rounds of negotiations follow with the short-listed candidates who have been qualified technically, so the lowest bidder may be determined. The lowest bidder is the one with the best weighted financial and technical score, so as to obtain the lowest possible cost and the best possible quality.

Following the award of the tender, the necessity and cost of the entire assignment is presented to the Group's Procurement Committee. Once approval has been obtained, the tender is awarded online to the supplier chosen. Then the contractual process starts between the parties and following the mutual agreement of the financial and legal terms, the contract is finally signed by the counterparties.

The contracts include all the relevant terms for the project, good or service, with a view to limiting any risks with the purchase, while special attention is paid to personal data issues, pursuant to the new GDPR.

During the reference period (2018), Bank subsidiary Eurobank Household Lending was absorbed by the Company. Moreover, Romanian subsidiary Bancpost SA left the Group. The Group's branch network was also restructured. The Group Procurement Sector actively participated in these changes so as to settle any issues pertaining to contracts, software, and other goods and services working closely with the competent Units at Group level.

In 2018, a small percentage of suppliers moved their headquarters or relocated. For such issues, the Bank receives written notification from the suppliers and makes the necessary amendments to the contracts and in the system (SAP ERP and Ariba marketplace).

Note that any changes either on the part of the supplier or on the part of the Bank – and the Group in general – (e.g. address, shareholding structure, etc.) must be notified in writing by the parties so the relevant amendments may be made wherever necessary (e.g. Contracts, SAP, Ariba, etc.).

Also note that a large number of contracts were concluded in 2018. In this case, the quality target that had been set by the Bank was 89% (target) and according to the cumulative information and indicators, it was duly reached (89% actual).

Contract terminations only took place in a few cases, either at the recommendation of the competent Unit or after agreement between the counterparties (Bank/Supplier). Note that less than 10 contracts were terminated during the reference period.

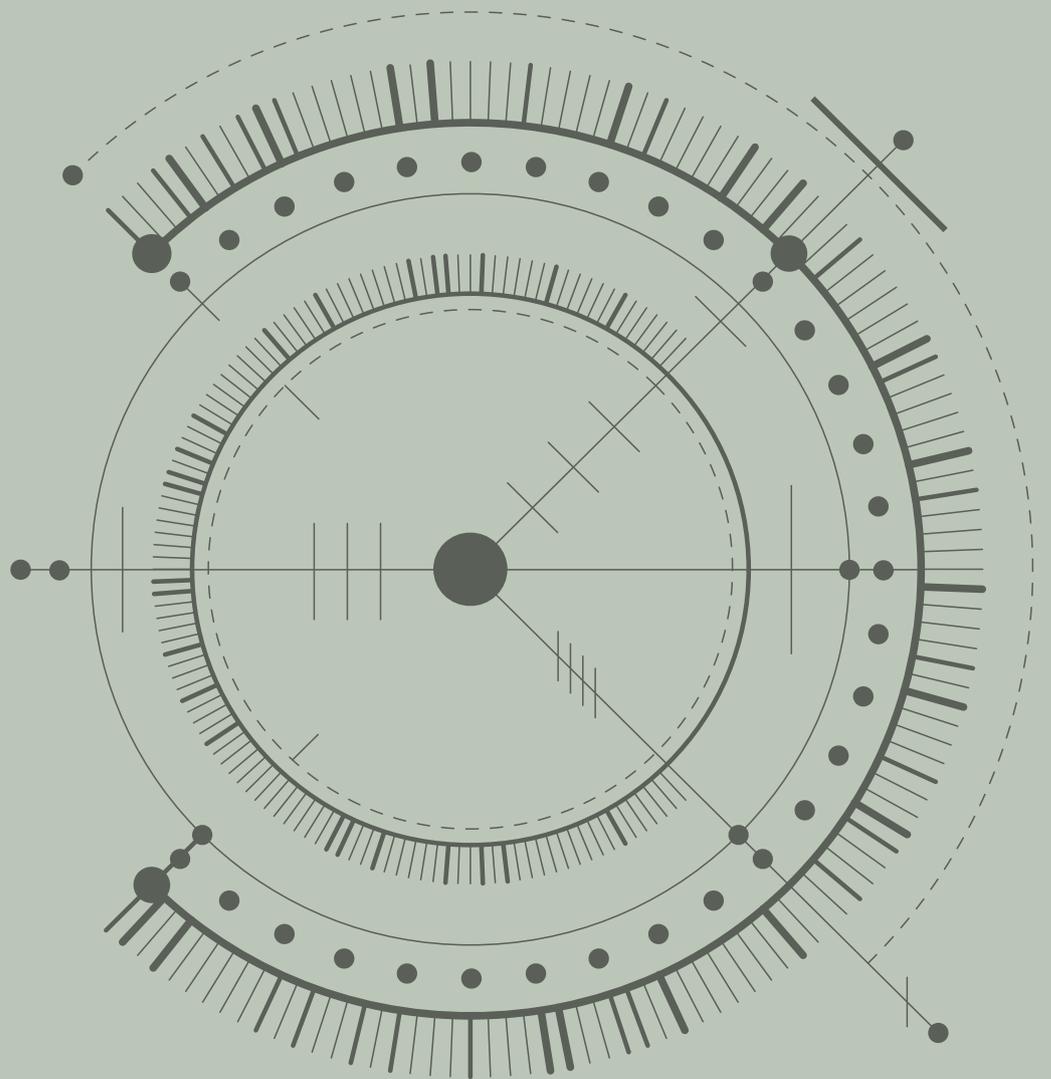
The Bank mainly works with suppliers (81.16%) who operate and are registered or have an office in Greece (mainly in Athens or Thessaloniki).

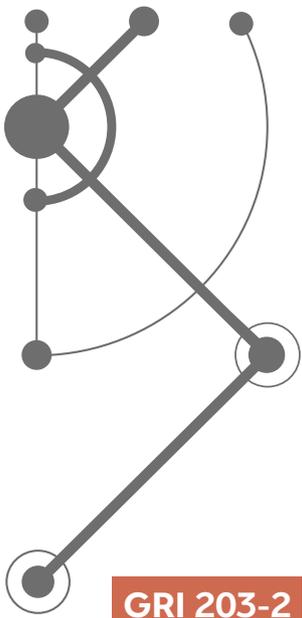
The term "local" refers to the geographic region of Greece. Partnerships mainly pertain to suppliers who are located within its borders.

The majority of suppliers the Bank chooses to work with operate either in Athens or Thessaloniki and consequently, these cities constitute major business hubs for the Company.



# PUTTING THE ECONOMY FIRST





# PUTTING THE ECONOMY FIRST

**GRI 203-2**

A trade library with data for **more than 180 countries** including market trends and developments, consumer behaviour, macroeconomic and statistical information  
**200,000 importers** from **32 countries**  
 Strategic partnership with Banco Santander  
 Greek and Cypriot **businesses participation** in one of the largest online networks which is supported by **International Banking Groups** in over **50 countries**

**3rd** Fintech Competition Beyond Hackathon  
**72 groups** participated in **3 competitions**  
**9 awarded** innovative ideas



**6** cycles  
**730 start ups** have been welcomed at egg  
**100 start ups** have formed **companies**  
**62 egg start ups** have generated **€3.5 million** in turnover  
**55 start ups** have visited the largest international **start up ecosystems**

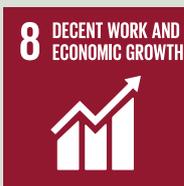


**120** Greek exporters  
**60** international buyers from **20 countries**  
**3,000 B2B meetings**  
**13 International Banking Groups** members of the Trade Club Alliance



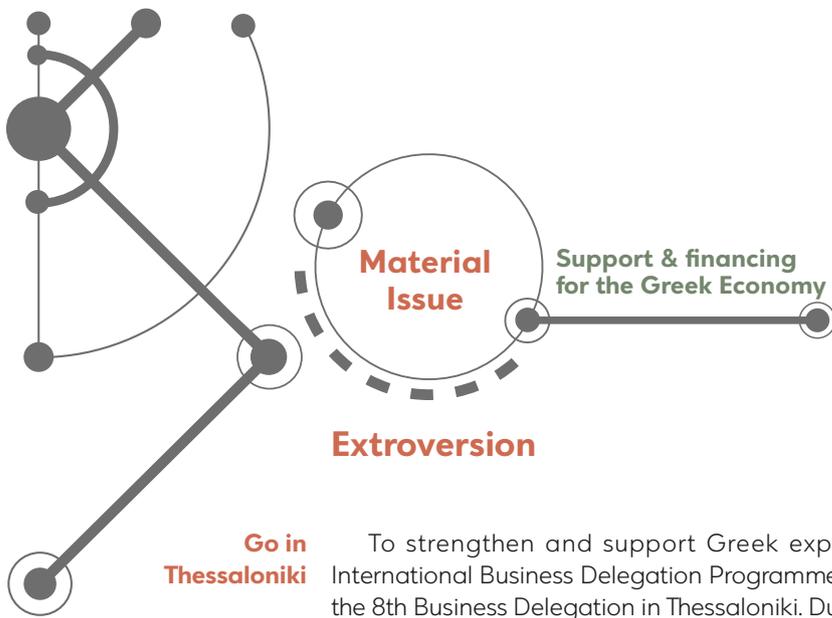
**8,000** enterprises  
**200** short listed  
**21** finalists  
**6** awards





In September 2015, in the context of the 70th session of the United Nations General Assembly, the 193 member states adopted the plan for building a better future for all (2030 Agenda). Through the 17 Sustainable Development Goals (SDGs) and the 169 associated targets, all the countries, developed and developing, must align their policies to sustainable development, taking into account different national realities, levels of development and national priorities. Acknowledging the significant contribution of the SDGs in promoting a fair and sustainable progress, Greece has set 8 national priorities focused on meeting the SDGs. Extroversion, innovation and entrepreneurship are key components of these national priorities. With its actions and performance in these areas, Eurobank has been actively contributing to honouring these national commitments, building a sustainable economy.





**Go in Thessaloniki**

To strengthen and support Greek exporting businesses, in the context of the Go International Business Delegation Programme, on 12-14 November 2018, Eurobank organised the 8th Business Delegation in Thessaloniki. During the Go in Thessaloniki Business Delegation, more than 3,000 scheduled B2B meetings took place, while more than 120 Greek exporters had the chance to come into contact with over 60 buyers from more than 20 countries worldwide. Most of the foreign buyers were proposed by the banks – Trade Club Alliance members – and belonged to their client base. Apart from the 60 foreign buyers who physically participated in the Go in Thessaloniki event, 80 more foreign businesses were represented in the business meetings by their cooperating banks through the Trade Corridor service.

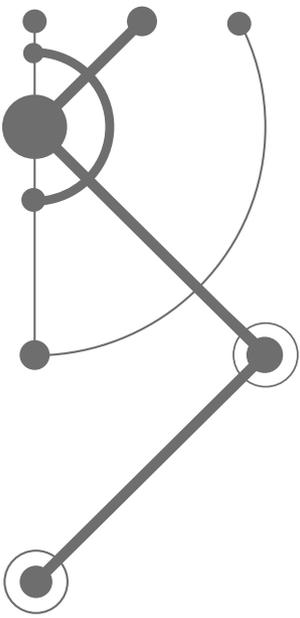
A Forum was organised at the Thessaloniki Concert Hall as part of the programme, attended by executives from the Bank, representatives of foreign banks / Trade Club Alliance members and representatives from the local and wider political and business community. Francis (Frank) Kelly, Managing Director and Head Government & Public Affairs Americas of Deutsche Bank, was the keynote speaker. His speech was entitled “Political Risk and the Global Markets: Key Risks and Opportunities in 2019 and Beyond”.

The Go in Thessaloniki event is part of the Bank’s initiatives aiming at enhancing the outward-looking potential of Greek businesses, a strategic choice of Eurobank since 2009. The Go in Thessaloniki event was held under the auspices of the Greek Ministry of Foreign Affairs; was co-hosted by the Greek Exporters’ Association (SEVE) responsible for organising the event, the Panhellenic Exporters Association (PSE), the Exporters’ Association of Crete (SEK) and the Greek Tourism Confederation (SETE); and was supported by the Spanish banking group Banco Santander

**Tourism** Eurobank, being the «Bank of Tourism» is actively involved in the implementation of the National Strategy for Tourism, as a strategic partner of the Greek Tourism Confederation (SETE) and Marketing Greece. In this context, the Bank participated in various initiatives aiming at the effective promotion of Greece as a tourism destination.

**Exportgate** Exportgate, the innovative portal that boosts the outward-looking potential of Greek businesses, is an institutional initiative of Eurobank in partnership with the three main export organisation of Greece, namely: the Panhellenic Exporters Association (PEA), the Greek Exporters Association (SEVE) and the Exporters' Association of Crete (EAC) as well as the Hellenic Federation of Enterprises (SEV). The portal offers one of the largest e-libraries on exports and imports of products and promotes entrepreneurial networking of Greek and Cypriot companies across the globe. Through the e-library, the Exportgate members discover all the latest market trends and developments, consumer behaviours, macroeconomic and statistical information and other useful tools for more than 180 countries. At the same time, the members of the internet portal also have access to databases of more than 200,000 importers from 32 countries.

Eurobank, in a strategic agreement with Banco Santander, has announced that it included Exportgate in the Trade Club Alliance, the first global digital business interconnection network supported by international banks. Eurobank is one of the original members of TCA, and exclusively represents both Greece and Cyprus in the Trade Club Alliance.

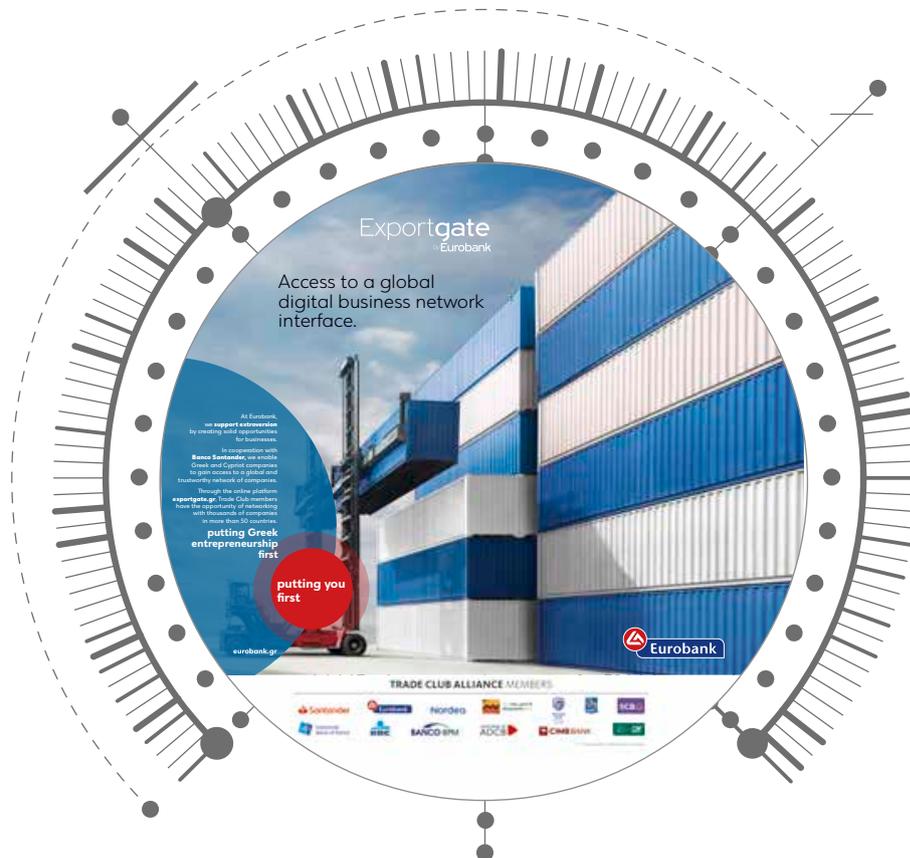


## Extroversion

Currently, Greek and Cypriot businesses – Exportgate members – have the chance to boost their business activities by participating in one of the largest online networks for international trade where thousands of businesses participate and which is supported by international banking groups in over 40 countries. In 2019, the network is expected to expand to more than 60 countries in collaboration with even more international banks, covering a wide range of target markets worldwide.

The members selected to participate in the Trade Club may receive an additional credit of limit up to €1 million to finance international trade transactions, under certain conditions. The limit shall refer both to the issuance of letters of credit or letters of guarantee and to financing their supply chain, for instance, payment of import invoices. As for exporting companies, it will be applicable to preshipment and postshipment financing.

In November 2018, Eurobank hosted the proceedings of the Trade Club Alliance 3rd General Assembly in Athens. This is the first general assembly to take place outside Madrid where Banco Santander's registered offices are located, underlying the importance of Greece's strategic location and the country's role as an intermediary hub for international trade.



## Entrepreneurship

### Growth Awards

**GRI 203-1**

**GRI 203-2**

Since 2016, Eurobank, in partnership with Grant Thornton, established the Growth Awards to award business excellence as a growth leverage of the Greek economy. The awards aspire to become one of the leading ways of acknowledging business excellence and supporting the growth of robust enterprises in Greece. The Growth Awards award enterprises that manage to combine high financial performance with a successful corporate history and have the potential to contribute to shaping the new corporate and work culture landscape.

Starting from a database of published financial statements for more than 8,000 companies that operate in Greece, and using key financial indicators from Grant Thornton's "Financial Growth/Health Matrix" evaluation model and Eurobank's credit rating tools, 200 leading companies stood out. The excellent financial performance of these companies was accompanied by stories worth spreading submitted by the 200 candidates to the dedicated awards website: [www.growthawards.gr](http://www.growthawards.gr).

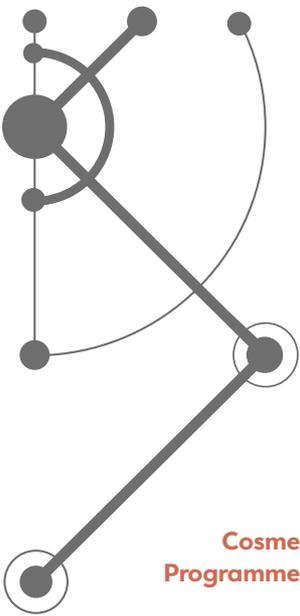
The winners emerged through a 3-step procedure:

1. The evaluation procedure carried out by the research team was based on the use of financial reviews and indicators which depicted the financial position and performance of each company over time.
2. 200 companies emerged from the evaluation which were then invited to send additional financial and qualitative details, to be evaluated by the Nomination Committee.
3. The Nomination Committee shortlisted 21 companies. Their files were passed on to the Award Committee which decided on the 6 winners, after thorough examination of all the candidates. The Award Committee consisted of distinguished individuals from the Greek business and academic arena.

Upon completion of the evaluation procedure by the Award Committee, the 6 winners with the highest performance in the following categories were:

1. Special Business Excellence Award – TSIMENTON TITAN SA
2. Operating/Business Improvement – DEMO AVEE
3. Market/Product Development – SYSTEMS SUNLIGHT
4. Human Resources and Work Culture – DIAMANTIS MASOUTIS SA
5. Investments – ELVIAL SA
6. Corporate Social Responsibility – GENESIS PHARMA SA

The 2nd Growth Awards finalists were announced during an official award ceremony held at the Athens Concert Hall on 6 February 2018. More than 2,000 guests attended the award ceremony including representatives of Greece's political and financial world as well as the academic and business arena.



## Entrepreneurship

### Cosme Programme

Under the Cosme Programme, in January 2018, the Bank signed a new extension to its original agreement with the European Investment Fund (EIF).

Consequently, the maximum amount of financing for very small, small and medium-sized businesses amounted to €650 million in total. The Cosme Programme (with a total budget of €2.3 billion for the period 2014-2020) aims to improve the competitiveness of businesses, focusing especially on SMEs. Specifically, the Cosme Loan Guarantee Facility financial tool available in the context of the Cosme Programme offers guarantees to financial institutions, so they may in turn increase their financing to SMEs with reduced collateral requirements.

Financing in this context is made possible thanks to the guarantee provided by Cosme and the European Fund for Strategic Investments (EFSI) which was established as part of the Investment Plan for Europe. The aim of the EFSI is to contribute to financing and carrying out production investments within the European Union and to secure increased access to financing.

Since the signing of the original agreement on 16 September 2016, and until the end of 2018, the Bank used the Cosme programme to finance 3,489 small and medium-sized businesses of all the eligible sectors with the amount of €391 million.

### Intermediate Entrepreneurship Fund I

In January 2018, Eurobank signed an agreement with the Hellenic Fund for Entrepreneurship and Development (ETEAN SA) to continue the Intermediate Entrepreneurship Fund I initiative. A total of €384 million will be channelled to the banking sector through Intermediate Entrepreneurship Fund I of which €192 million will originate from ETEAN SA.

The Intermediate Entrepreneurship Fund I initiative derives from the formation of common capital between the Entrepreneurship Fund and cooperating banks, including Eurobank.

In the context of continuing the Intermediate Entrepreneurship Fund I initiative, the Bank and ETEAN SA have established a joint fund and have both invested funds – 50% each – to provide financing with preferential terms. For each financing, 50% of the principal is provided by the Entrepreneurship Fund and is interest-free while the other 50% is provided by the Bank at a preferential interest rate. As a result, the annual weighted average interest rate of the eligible loans is quite low.



Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης στο πλαίσιο του ΕΠΑνεΚ και Περιφερειακών Επιχειρησιακών Προγραμμάτων

### EaSI Financing Programme in Partnership with AFI



The Bank works with AFI to provide micro-credit facilities (up to €12,500) in order to support the long-term unemployed, vulnerable social groups and businessmen with limited access to bank loans giving them the opportunity to establish their own job (self-employment) or develop small businesses and create new jobs.

These facilities are supported by the European Union in the context of the Guarantee Mechanism established by virtue of Regulation (EU) No 1296/2013 of the European Parliament and of the Council for Employment and Social Innovation (EaSI).

The financing may be used to cover needs such as working capital and capital for investments in tangible and intangible assets.

### Partnership Agreement 2014-2020



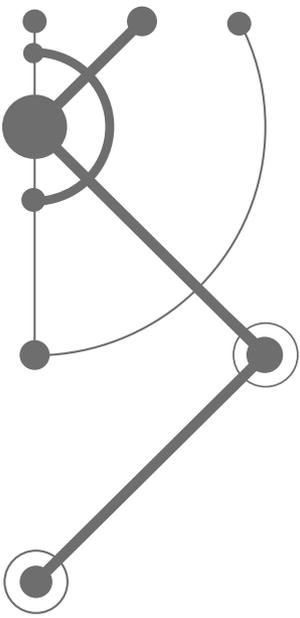
The actions of the Partnership Agreement for the Development Framework (PA) 2014-2020 mainly aim to boost the competitiveness and extroversion of businesses focusing on innovation and on increasing the domestic added value. Eurobank has developed a comprehensive range of advisory and information services for small and medium-sized businesses enabling them to take advantage of the PA programmes. Business Banking Relationship Managers provide information about the co-funded programmes available to each business while a dedicated phone line is also available for additional information or questions.

We have also designed a comprehensive programme that includes financing in order to cover both the private participation and the grant, ensuring adequate capital throughout every stage of the investment, so it may be concluded within the estimated time.

### Tourism Business Banking

The Tourism Business Banking programme aims to boost the competitiveness of the tourism businesses which participate as members of the programme. The programme has been available for 8 consecutive years and offers a comprehensive package of banking and non-banking products and services available through partnerships between the Bank and external companies. It is actually a programme of benefits tailored to the specific needs of businesses operating in the broader tourism sector so they may successfully address the rising challenges of an extremely competitive industry.

Specifically, the programme supports SMEs operating purely in the tourism industry (hotels, travel agencies, car rentals, food services and sea craft rentals) throughout Greece as well as businesses operating on the islands and in Chalkidiki. Apart from the overall benefits offered to customers, it is also a loyalty programme that rewards customers depending on their reciprocal relationship with the Bank.



## Entrepreneurship

Taking into account international trends and the needs of a modern tourism business across all its activities, the Bank enriched its non-banking services in partnership with distinguished companies, offering discounts for:

- Digital campaigns on social media such as Facebook, TripAdvisor, YouTube etc.,
- Revenue management services for hotels
- Professional training on tourism topics
- Credit risk checks via the Teiresias system

Further, customising the services under the Tourism Business Banking programme, the Bank announced a new financing scheme, Hotel Business Credit, which will support the needs of industry-related businesses. The new programme covers the entire range of business needs offering products at competitive rates such as investment loans (building, equipment) with flexible capital repayment during the summer months and working capital adjusted to the operation of the business with repayments when the season income is collected.

### Business Banking – Agricultural Sector

Over the last two years, Eurobank has been offering the Business Banking –Agricultural Sector programme aiming to cover all the financial needs of agricultural enterprises and farmers. Acknowledging the industry's value and needs, the Bank launched substantial initiatives aiming to help businesses in the wider Agricultural/Food sector increase their productivity and enhance innovation and extroversion by providing a series of products and services that accommodate their needs, such as:

- Financing facilities for new farmers
- Providing liquidity throughout production
- Modernising and developing crop and livestock farms
- Boosting exports and expansion into new markets

**Business Check up**

The Business Check up service incorporates Eurobank's new mentality in serving SMEs. Using a structured methodology, the needs of each business are accurately recorded in order to plan its future development and needs more responsibly.

The Business Banking Relationship Manager provides support in analysing the most beneficial financing proposals so as to choose the financing scheme that fully covers the liquidity needs of each business.

The Business Check up service is now also available online through the Bank's website, so all businesses that are interested may have access to it. Through a simple, user-friendly tool users may find out about:

- The eligibility of the business for subsidised programmes
- The real needs in short-term financing for the business
- The major liquidity, cost and performance ratios compared to their sector

**v-Banking**

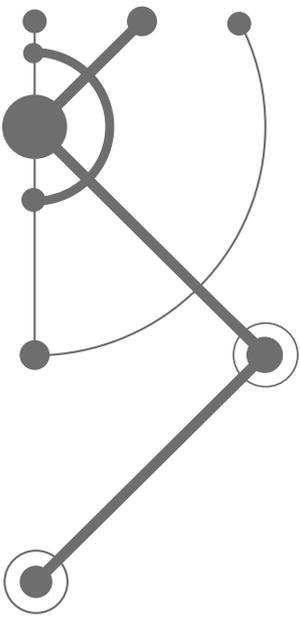
v-Banking is an innovative service designed to respond to the challenges and demands of the new era, the digital transformation in banking transactions and services, and the growing needs of our customers (SMEs and freelance professionals) for personal service and consultancy at their place of business.

v-Banking refers to a service that provides SMEs and entrepreneurs with the opportunity to communicate with their personal Business Banking Relationship Manager and conduct various banking transactions without having to visit their local branch. Using the secure environment of e-Banking, freelance professionals or businesses place a video call and communicate face-to-face with their personal Business Banking Relationship Manager via the computer screen in order to find solutions to their business issues, exchange information and documents as well as digitally conduct transactions, swiftly and safely, at a convenient time and place for them.

2018 represents the year of service establishment as the number of customers taking advantage of it to conduct business with the Bank increased. In the context of continuous development and upgrading, there was further development of the service's existing infrastructure.

During the year, the business functionalities available to customers were expanded and include:

- The ability of joint navigation when conducting import transactions through the e-Banking service
- Having the online status of the Business Banking Relationship Manager recorded

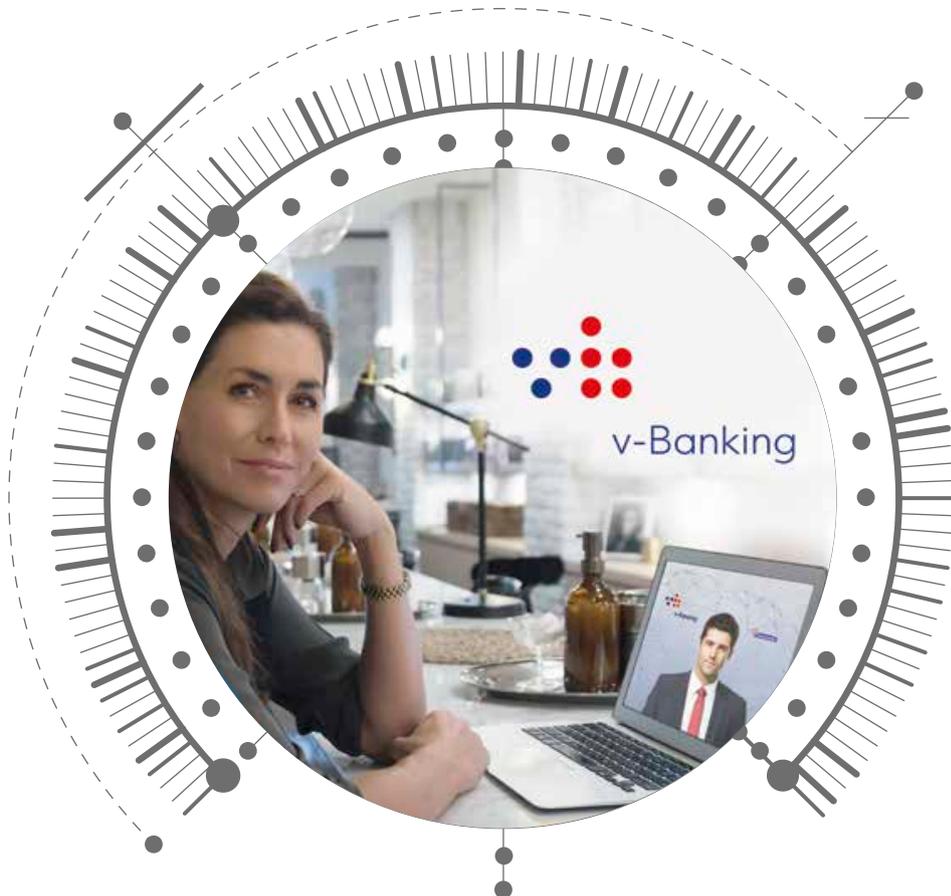


## Entrepreneurship

- Further expanding the customer's storage space

In 2018 v-Banking service achieved:

- 100% increase in deposits for entrepreneurs who made at least one video call
- More than 12,000 video calls to 3,000 clients
- More than 20,000 phone calls to 8,000 new clients in order to incorporate them in the service channel
- Conducted 20% of the Business Check ups i.e. the structured assessment method to identify financing needs for SMEs
- Successfully managed 2,500 cheques
- 14 million imports requirements (2,000 items)
- Letters of guarantee issued remotely for the first time.





## Start Up Entrepreneurship & Innovation

**GRI 203-1**

**GRI 203-2**

A key priority and objective for Eurobank is to offer opportunities and prospects through actions and programmes that promote youth entrepreneurship and create value and development prospects for young entrepreneurs driven by vision and innovative ideas, so that they stay in Greece and develop their businesses.

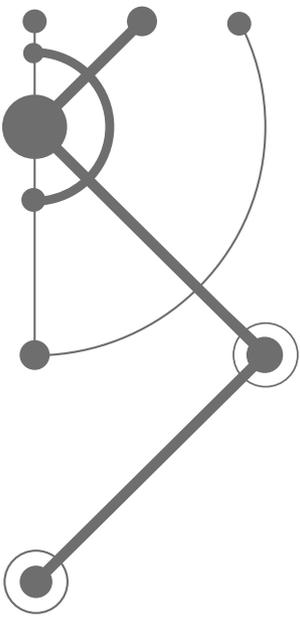
### Youth Entrepreneurship Programme egg – enter•grow•go

The egg - enter•grow•go Programme, an initiative of Eurobank, designed and implemented in collaboration with Corallia Clusters Initiative, is one of Greece's most successful incubators. Its aim is to support innovative youth entrepreneurship and improve sustainable employment opportunities in Greece, especially for young people. The Programme offers groups of young entrepreneurs and individuals an integrated framework of business incubation, acceleration and co-working space for one year. It also offers a range of supporting actions and tools to help them develop and accelerate their business plans into complete marketable products and services.

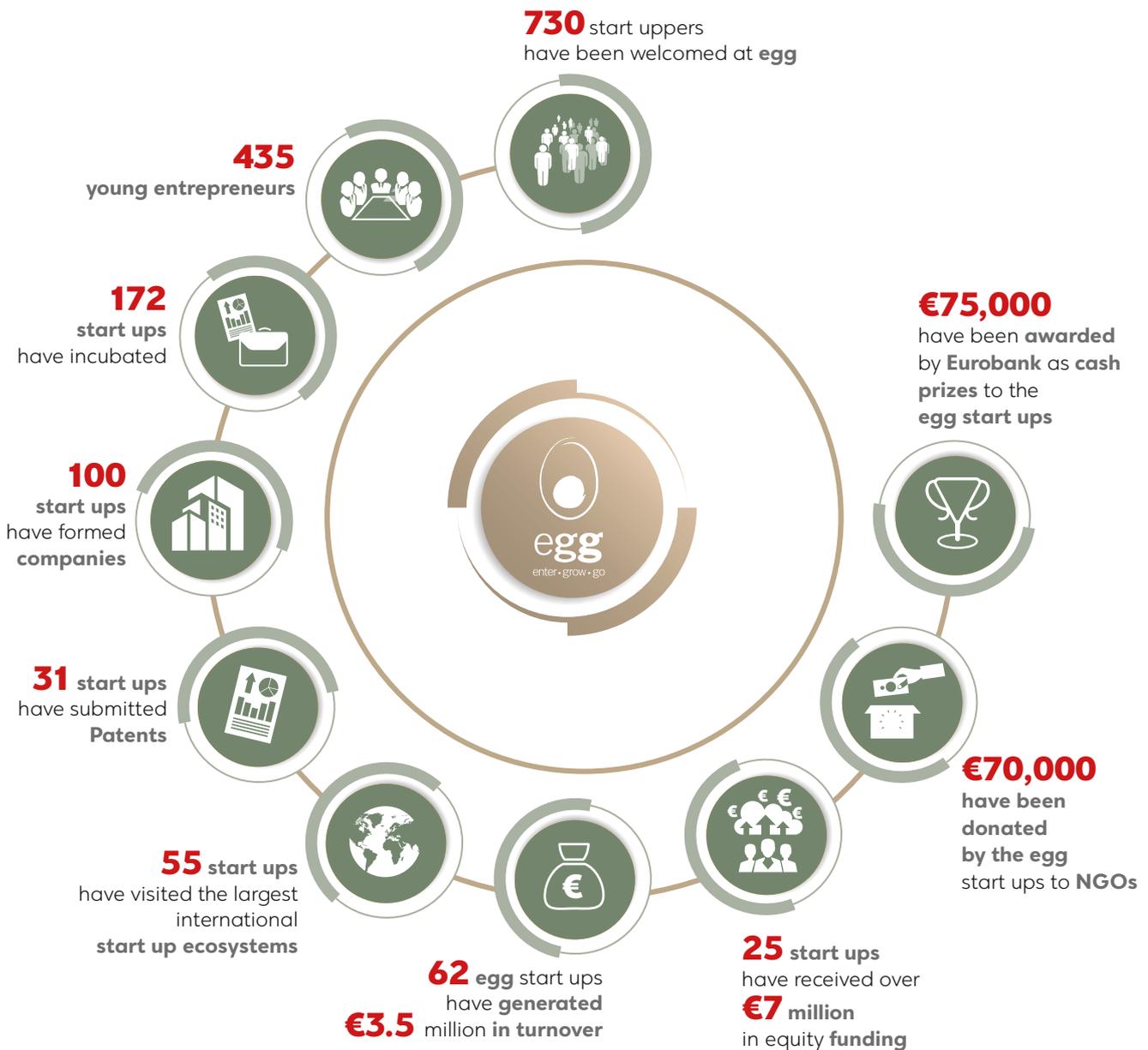
The Programme is supervised by a Steering Committee composed of Executives from both organisations. A 10-member Advisory Board composed of distinguished scientists, entrepreneurs and experts offers guidance, performs evaluations and makes recommendations about any corrective actions. A team of leading enterprises and organisations from the Greek and international markets acts as a solid supporter of the top-quality services and infrastructure offered.

The egg – enter•grow•go is structured in three stages:

- **enter:** The Programme is open to people aged 18 to 49 with innovative ideas in all sectors of economic activity. The applicants may submit their proposals in accordance with the specifications of the Call for Proposals; the proposals are evaluated in terms of their innovative character, business prospects and commercial viability by distinguished experts.
- **grow:** The applicants whose business plans qualify for inclusion in the Programme are initially assisted in setting up their own business, if they have not already done so. In parallel, and for a period of 12 months, they are given the opportunity to focus intensively on developing their idea/business by taking advantage of the infrastructure and support services offered by the Programme.
- **go:** At the completion of the Programme's cycle (i.e. the expiry of the 12-month period), the objective is for all participating businesses to have succeeded in developing their business plans and be ready to make their big business "leap" – namely, to capitalise on the value of their idea using their own resources or by raising investment funds or other forms of capital.



## Start Up Entrepreneurship & Innovation



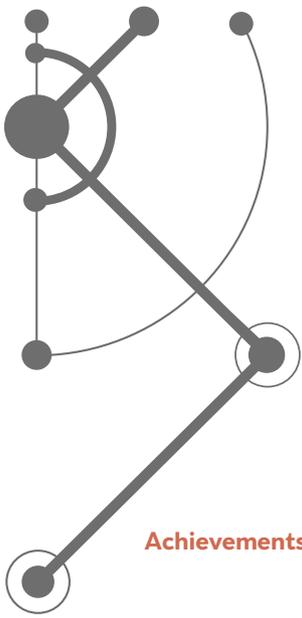
**Benefits** Building infrastructure with fully functional and well-equipped office premises near the centre of Athens, where young entrepreneurs will establish their offices and be based throughout the Programme cycle.

The infrastructure is easily accessible by public transport, has modern building and technological infrastructure and suitable premises for the provision of advisory guidance, support services and business training.

- Mentoring is provided by distinguished executives from various business and academic sectors of business and academia who will provide consulting services and guidance on business development to each participating business team.
- “one-stop-shop” Support Services for all the crucial issues related to the running of a business and to supporting each participating business team.
- Business Training in issues that are crucial for successful business operation, through a predetermined intensive training programme with a strong practical focus (“business bootcamp”) accompanied by additional lectures on specialised topics (“egg expert seminars”) to supporting each participating business team entering the “grow” stage of the Programme.
- Financial tools and business networking to support business operations and the development of new teams to enhance their economic viability during the “incubation” stages within the framework of the Programme.

The aim is to provide the best possible framework so that young entrepreneurs may devote themselves to the materialisation of their business plan in the first crucial stage of their development and to make the most of the other benefits of the Programme. Indicatively, the business groups of young entrepreneurs are supported through:

- Financial consultation services and services concerning the seeking of products and funding programmes provided by specialist Programme executives.
- Support and networking of the groups with potential customers / strategic partners (B2B match-making) for products and services that will develop during the grow stage of the Programme.
- A system of financial rewards for those business teams with the best performance on the basis of predefined indicators (KPIs).
- A special financial-economic programme in order to cover potential needs regarding pre-seed/seed financing both on working capital and on investments in fixed assets with favorable terms.



## Start Up Entrepreneurship & Innovation

### Achievements

After six (6) years in operation, the egg Programme has established itself as one of the most complete business acceleration programmes in Greece. It is also has substantially improved its positive image with tangible results in Greece and abroad and has become a role model for every new initiative taken in the ecosystem of Greek startups. Following the completion of the Programme's first six (6) cycles, its business and social footprint is reflected in the following:

- 730 individuals have been welcomed at egg.
- 435 young entrepreneurs have received support.
- 172 business teams have been included in the Programme.
- 100 business teams have become companies.
- 31 start ups have applied for patents.
- 55 companies have travelled abroad.
- 62 companies have generated €3.5 million in turnover.
- 25 start ups have received over €7 million in equity funding.
- 25 start ups have received €1.6 million in financing from Eurobank.
- €75,000 have been distributed by Eurobank as cash prizes to the egg companies.
- €70,000 have been donated by the egg teams to charity.

### Extroversion Programme

Every year, educational and Business Delegations to Europe, America and the Middle East are organised, in partnership with the world's largest universities, startup entrepreneurship development organisations and institutions in the destination country. The goal of the Extroversion Programme is to connect entrepreneurs with mature startup ecosystems abroad and with potential customers, partners and investors worldwide.

A total of 51 egg companies have travelled to the above destinations. Two of the missions that stand out include the business trip to MIT in Boston organised with the support of distinguished professors, entrepreneurs and business angels which included networking with the Greek diaspora and Greek-American entrepreneurs and the intensive training programme in London in partnership with Reload Greece for 12 companies from the 5<sup>th</sup> egg cycle.

### Exportgate – egg Synergies

The Exportgate international trade portal helps egg – enter•grow•go companies that have an exportable product or service to network in the global market and look for synergies for their products around the world. We give them access sophisticated tools and specialised information sources to help them develop their commercial activity. In 2018, 3 egg companies had the chance to participate in the Go in Thessaloniki business delegation, meet selected buyers from abroad as well as Trade Club Alliance member banks representing their customers and explore potential synergies in the future.

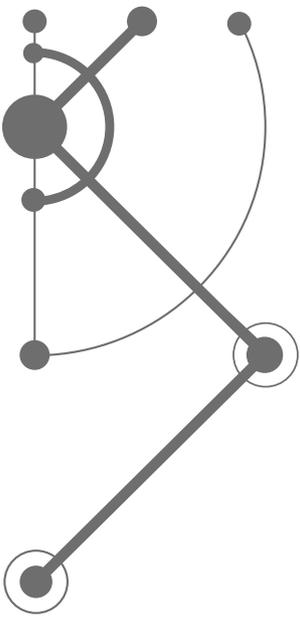
### 3rd Beyond Hackathon FinTech Regional Competition

The 3rd Beyond Hackathon FinTech Regional Competition took place on 22-24 June 2018 in partnership with Foundation and The Cube.

A total of 20 pre-existing teams participated in the 3rd Beyond Hackathon Competition, which were selected after a preliminary assessment of applications. The Competition was supported by Eurobank Group subsidiaries Eurobank Bulgaria AD (Postbank) and Eurobank AD Beograd, Serbia. Applications were submitted by teams from Greece, Bulgaria, UK and Dubai, UAE as well as various cities across Greece (Thessaloniki, Ioannina, Chalkida and Serres). Dr. Marie Bountrogianni, Dean of The G. Raymond Chang School of Continuing Education at Ryerson University, Canada and member of the Beyond Hackathon Judging Panel, delivered the welcoming speech, kicking off the Competition. Ryerson University launched the Digital Media Zone, also known as the DMZ, the University's incubator for tech startups. In the 8 years it has been running, it has ranked No. 1 globally in its category. In her speech, Dr Bountrogianni announced the sponsorship of 2 e-learning programmes for the 2 winners of the Beyond Hackathon Competition.

The Eurobank Application Programming Interface (API) was also unveiled during the Competition. The teams came up with innovative ideas and applications in the FinTech area, supported and guided by qualified and experienced executives.

The Beyond Hackathon Competition culminated with the presentations of the 20 teams before the Judging Panel which consisted of Mr. Stavros Ioannou, Deputy CEO, Group COO & International Operations and Mr. Anestis Petridis, Group Chief Information Officer (CIO), from Eurobank as well as Dr. Marie Bountrogianni, Dean of The G. Raymond Chang School of Continuing Education at Ryerson University, Mr. Vasilis Trapezanoglou, VIVA Wallet SA, Mr. Aristos Doxiadis, Big Pi Ventures, Mr. Dimitris Kalavros-Gousiou, Velocity Partners Venture Capital and Mr. Foivos Pantazis, Speedinvest (Si) FinTech Opportunities Fund & Pipeline Capital Management.



## Start Up Entrepreneurship & Innovation

The 2 winners, who received €7,000 and €3,000 in cash prizes from Eurobank were:

1. **1st Prize – ExpendZen** team with Nikos Pappas, Konstantinos Oikonomou and Giorgis Mavridis for their proposal for an expenses and payments management platform via corporate card with the aim of streamlining and simplifying a company's cost monitoring.
2. **2nd Prize – Tenderly team** with Vukoje Vukašin, Bencic Andrej, Urosevic Nebojsa and Habic Bogdan from Serbia who developed a marketplace for SMEs that facilitates collaboration with large companies based on private blockchain technology.

The Beyond Hackathon Competition was supported by global leaders in technology and financial services, Greek business organisations and academic institutions who mentored the participants throughout the Competition.



**”Innovation  
at the epicentre”  
– Internal Innovation  
Competition**

The internal innovation competition by Eurobank called “Innovation at the epicentre” is a new initiative that was jointly organised by the Human Resources General Division and the Innovation Center. Its aim is to support innovation within the Bank tapping the talents and ideas of our people. At the same time it encourages teamwork and recognises our efforts.

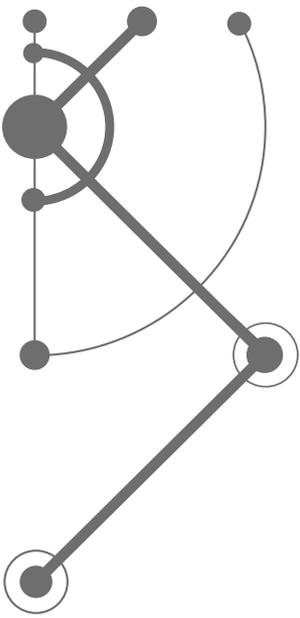
“Innovation at the epicentre” is addressed to all Eurobank Group employees, irrespective of rank, position, experience or knowledge. The goal of the competition is to create the right conditions so as to foster a constructive dialogue which will lead us to new solutions on 5 key pillars:

- New products and services.
- Internal processes.
- Employee experience.
- Customer experience (CX).
- Corporate Social Responsibility.

The participants were asked to submit a short description of their idea. This was then evaluated by a special committee which short-listed the best 8 ideas to the next round of the competition.

With 96 amazing proposals submitted, the committee had a difficult task ahead, as all the proposals collectively, and each one individually, were quite remarkable.

The evaluation was based on the following criteria: i. originality, ii. feasibility iii. impact on the Bank, and iv. level of completeness and/or thoroughness of each proposal.

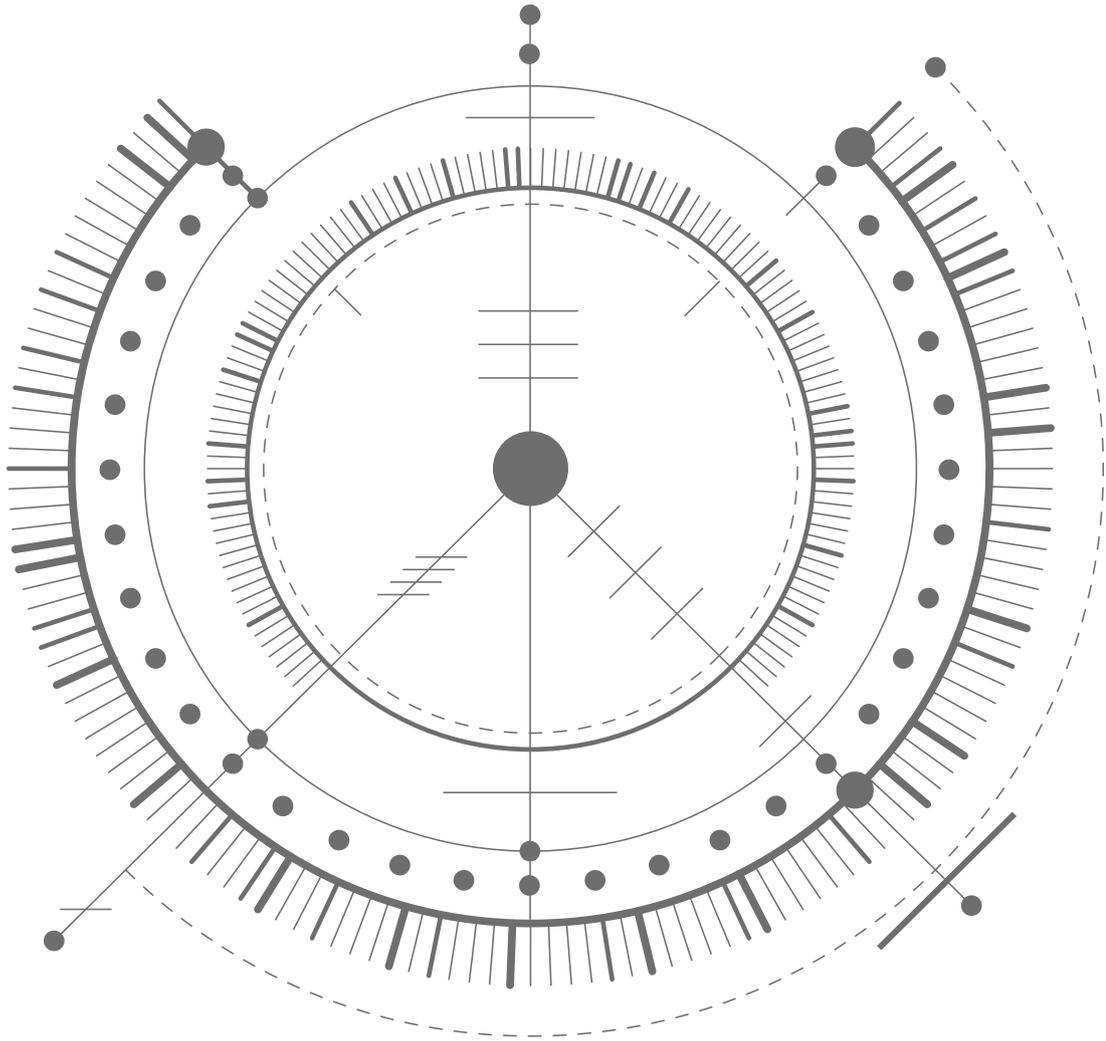


## Start Up Entrepreneurship & Innovation

The 8 ideas that qualified for the final round of the competition were:

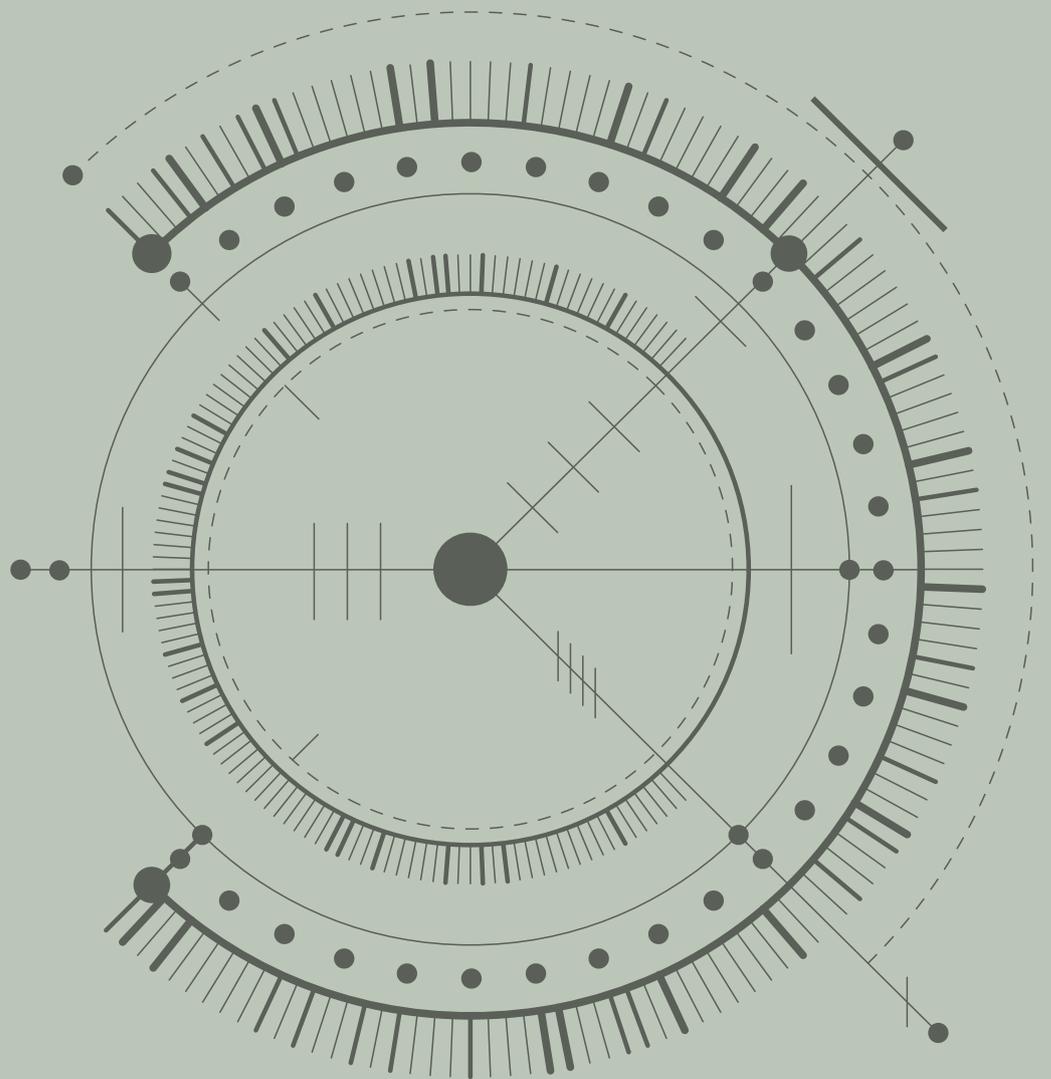
1. Personalised Experience, Information and Feedback (PEPA) at the Branch – **1st Prize:** Anestis Georgiadis, Giorgos Schizas
2. Customer Financial Insight platform (CFIp) – **2nd Prize:** Kostis Vougioukas, Ilias Giannopoulos, Giorgos Dranizakis, Vangelis Kartsaklis, Giannis Kosmopoulos, Nektaria Lymperopoulou, Giannis Bonis, Theodoros Xypteras
3. One4All – **3rd Prize:** Asimakis Valavanis, Thodoris Frangos
4. Bringing the Far Closer – **3rd Prize:** Anastasia Gazi
5. CO.NE – Common Network: Dimitris Floros
6. RiskVille: Iosifina Degaita, Christos Kosmidis, Dimitra Minaidi, Sofia Michaletou, Areti Pantazopoulou, Konstantinos Siamsiaris, Tina Tsomokou, Fani Tsoutsoura, Kleopatra Fakoura
7. Alternative Service Measurement: Manos Vatalas, Sokratis Kalamatianos, Giorgos Koulouris
8. I Want to Know: Initiative to Address Financial Illiteracy: Ioannis Giannoukos

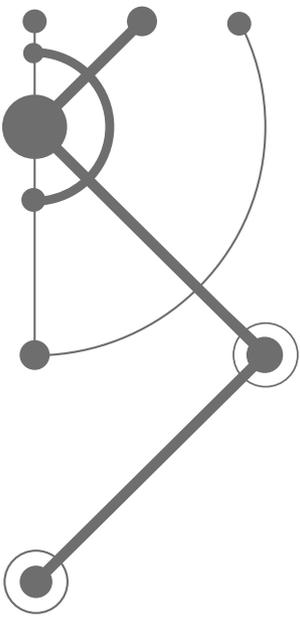
As Mr. Fokion Karavias, Eurobank CEO, stated, “We aim to run “Innovation at the epicentre” every year so that innovation becomes an integral part of the Organisation.”





# PUTTING SOCIETY FIRST





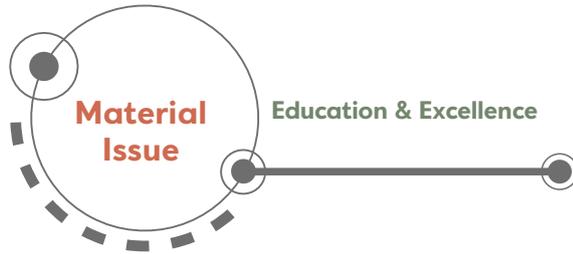
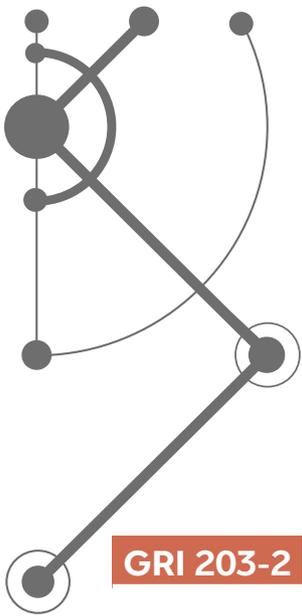
## PUTTING SOCIETY FIRST





Firmly believing that responsible organisations must contribute to social and economic stability, Eurobank consistently implements a series of initiatives to support society and develop the necessary conditions for progress and growth. In this context, the Bank consistently supports educational excellence and sports, promotes culture and undertakes large-scale initiatives aiming to support healthy entrepreneurship, extroversion and innovation. At the same time, in 2018, the Bank remained committed to supporting vulnerable social groups by implementing a series of actions aiming at providing material support and conveying a message of solidarity and hope.





## Education & Excellence

**GRI 203-2**

Rewarding excellence in education is a key pillar of Eurobank's corporate social responsibility strategy. For several years now, the Group has been focusing its social action on sectors associated with the new generation and its efforts to learn and successfully enter the labour market as well as on preventing brain drain. Fair play and maximum use of talent are key priorities for all. Personal effort to achieve distinction improves society as a whole. In a social and economic environment driven by fair competition, rewarding excellence motivates people to constantly put effort into self-improvement and development of personal skills.

Education significantly shapes society and economy both through establishing moral standards and providing the new generation with knowledge and setting competencies. In this context, Eurobank has been implementing "The Great Moment for Education" programme since 2003.

"The Great Moment for Education" programme, which awards high-school graduates across Greece who achieved top marks in the university entry exams, was successfully completed for the 16th year running. The primary goal is to reward the efforts of young people to acquire knowledge and to acknowledge that excellence sets the example and acts as a driving force for the future. In today's brain drain challenging environment, providing young people with incentives and prospects to stay in the country and recognising their skills is of top importance.

The fact that the initiative runs across Greece allows Eurobank to be an active stakeholder in supporting local communities and top-performing students.

For the 2017-2018 school year, awards were presented to 890 top-performing students in eight cities across Greece: Athens, Thessaloniki, Patra, Heraklion, Volos, Ioannina, Veroia and Tripoli. Apart from the moral reward, each top-performing student received a prize of €800. During the 16 years the programme has been running, a total of 17,725 students have been awarded, many of whom are now distinguished professionals in Greece's economic, academic and scientific life.

### Scholarship programme of the Center for Talented Youth (CTY) Greece

The Center for Talented Youth (CTY) Greece was established in 2013 by Anatolia College in partnership with the internationally recognised American University Johns Hopkins and is under the auspices of the Greek Ministry of Education and the Ministry of Education and Culture of Cyprus. Eurobank is a Major Sponsor to CTY, aiming to give students with exceptional academic skills the opportunity of a scholarship. Students also have the opportunity to attend special educational programmes that stand out for their innovative and groundbreaking teaching methods. Through the teaching methods of CTY, children have the opportunity to cultivate their natural talents and discover their unknown aptitudes. In 2018, 450 students attended the summer programmes in Athens and Thessaloniki. About 150 children attended the online seminars and 400 participated in the weekend lessons. As of today, 7,050 students have attended the exams and 991 students from Greece and Cyprus have attended the summer programmes in Athens and Thessaloniki. More than 50% of these children have received a scholarship to participate in the programme.

## Social Solidarity

### GRI FS7

Despite the difficult economic situation, in 2018, Eurobank continued to support a significant number of non-profit organisations.

#### Apostoli (Mission) of the Holy Archdiocese of Athens

Acknowledging the importance of the social work accomplished by "Apostoli", the charity organisation of the Holy Archdiocese of Athens, in 2018, Eurobank continued to support the "Apostoli supports the Pupils" programme which is implemented in partnership with the Greek Ministry of Education, Research and Religious Affairs. It acts as a food bank for families of primary and secondary students with limited means in a manner that ensures their anonymity and dignity. Based on Eurobank's exclusive sponsorship, "Apostoli" delivered over 26,000 food parcels ("parcels of love"), covering a small but essential part of the daily nutritional needs of students and their families.

#### Support to Fire-Stricken Regions of East Attica

Following the wildfires in East Attica in July 2018, Eurobank announced and launched a donation of €1 million for restoring key infrastructure in the fire-stricken areas through specific actions, participating in the great effort to support and relieve our fellow citizens. At the same time, Eurobank participated in a SEV (Hellenic Federation of Enterprises) fundraising initiative to provide immediate financial assistance to financially weaker families who had lost their houses; the bank also introduced various measures to relieve its fire-stricken customers as part of the actions announced by the Hellenic Bank Association.

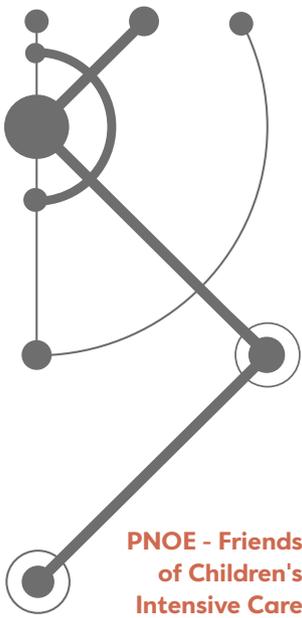
#### Support to Public Welfare Organisations

In 2018, Eurobank supported approximately 40 non-profit organisations and institutions operating across Greece, which mainly support children and vulnerable social groups.

#### The Smile of the Child association & SOS Children's Villages Greece

Focusing on initiatives that assist children in real need, for yet another year, the Bank supported The Smile of the Child association and the SOS Children's Villages Greece. The Bank has placed special donation boxes in Eurobank branches.





## Social Solidarity

### **PNOE - Friends of Children's Intensive Care**

In the past 18 years, Eurobank has been steadily supporting the important work of the PNOE- Friends of Children's Intensive Care non-profit association, helping it meet its objective which is to create and equip paediatric intensive care units and to support children hospitalised in intensive care units and their parents. Since in 2000, Eurobank launched the EuroLine card. Part of the product's total turnover is donated to PNOE- Friends of Children's Intensive Care association. In particular, the Bank donates 0.20% of EuroLine card's total transaction value. In 2018, the 27,000 active cards generated a donation of €22,393.

### **Fashion Targets Breast Cancer Campaign**

The Bank's partnership with the Fashion Targets Breast Cancer campaign started in 2004 with the launch of the EuroLine Style card, the very first credit card addressed to women only. For the past 15 years, Eurobank has been consistently supporting the campaign's efforts in Greece, actively contributing to the attainment of its goals i.e. to inform and raise awareness among women about the importance of prevention and timely diagnosis of breast cancer. In 2018, there were 10,000 active EuroLine Style credit cards. Eurobank pays 0.15% of the EuroLine Style card's annual turnover to the Target-Prevention Greek Society for Cancer Prevention. In 2018, €6,800 was raised from the use of the cards to support the association in informing and training women on the value of breast cancer prevention.

## Sports

Participation in high performance sports, fair play and achievement orientation promotes team spirit. For many years, Eurobank has been supporting Greek athletes whose efforts are invaluable examples of ethical demeanour, perseverance, commitment and self-discipline.

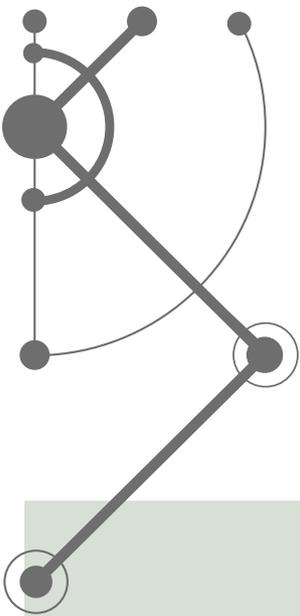
### Hellenic Basketball Federation

For 18 years, Eurobank has been the official sponsor of all the Greece National Basketball Teams. It is the longest active sponsorship in Greek sports and one of the longest in Europe. Greek Basketball has demonstrated that teamwork, persistence and dedication to goals are key drivers for distinction and success. This has proven to be one of the most successful partnerships, as Greek Basketball has earned a total of 25 medals. In 2018, the Men's National Basketball Team was first in its group in the preliminary games and qualified for the FIBA Basketball World Cup, which will be hosted in China in 2019. Moreover, the Women's National Basketball Team participated in the final phase of a world championship for the first time, making an impression and enjoying public acclaim.

### Sailing Duo P. Mantis and P. Kagialis

The Bank has historically been the sponsor of great athletes who have achieved high distinction. In this framework, Eurobank is the Gold Sponsor of the sailing duo of Panagiotis Mantis and Pavlos Kagialis, supporting their endeavours towards the Tokyo 2020 Olympics in the Men's 470 Sailing Class.





## Culture

Promoting culture and the arts has been a priority for Eurobank ever since its inception. The Bank firmly believes that culture is an inherent part of any dynamic society.

### Greek National Opera

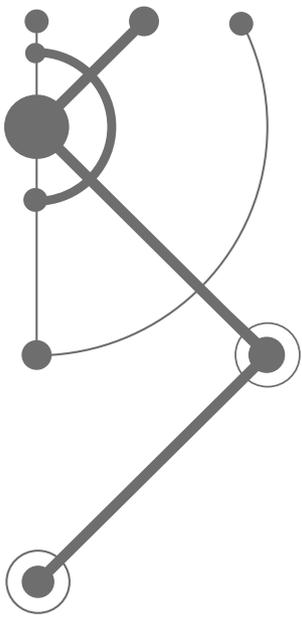
Eurobank was the exclusive sponsor of the Greek National Opera performance of Giuseppe Verdi's "Nabucco". Directed by Leo Muscato with a stellar cast, the opera was presented at Ancient Odeon of Herodes Atticus, Athens.



## Savings

With a deep sense of respect for the tradition of the Hellenic Postbank Eurobank continues to foster the concept of savings and instil the value of savings into new generations. In October Eurobank's executives visited 200 schools across Greece and offered 15,000 piggy banks to children. The celebrations culminated with the visit of the Bank's top management to the Konitsa Northern Greece Primary School and with an event held at the Ioannina Branch of the New TT Branch Network. The children book *The Most Beautiful Treasures*, which came out in 2016, was once again available throughout October, both at the New TT branches and online. The e-book, as well as major information on the history of the Hellenic Postbank, can be found at the dedicated and multi-awarded microsite of WebEx awards, [www.apotamieysi.gr](http://www.apotamieysi.gr).





## Historical Archives

In 2018, the Eurobank Historical Archives:

- Recorded, classified, described and indexed new material from the Bank's archives and collections: Annual reports and Minutes from meetings of administrative bodies of the Bank of Athens – former Professional Credit Bank, former Karavasilis Bank – (1924-1998) and of Ergasias Bank (1975-2001). Classified and created digital catalogues for the Marketing & Corporate Communications General Division, completed processing and describing the archival and digital content relating to "The Great Moment for Education" programme Eurobank's major sponsorship for the period 2003-2012, etc. Added new objects further enriched the museum exhibits of Ergasias Bank and Eurobank as well as the available information on the Bank's website.
- Managed requests from various Bank units across Greece regarding the maintenance/destruction of departmental records and maintained/salvaged archives of historical interest.
- Enriched the Historical Archives library with new books and magazines.
- Enriched and organised the Digital Library and systematised the records (digital publications, digitised bank annual reports, Bank's online press releases, financial reports and magazines, supporting material for General Meetings, catalogues of preserved audiovisual material, etc.).
- Digitised the Photo Archives of the Hellenic Postbank (1936-1939, 2000-2010), Ergasias Bank (1975-2000) and Cretabank (1970-1988). Moreover, it begun digitising the salvaged original minutes of the Board of Directors of the Greek Postal Savings Bank from 1949 onwards.
- Contributed to the exhibition organised by the Hellenic Bank Association for its 90 years (1928-2018) by providing original and digital material from its archives and collections.
- Provided know-how on organising historical archives and collections to people employed at the Historical Archives and senior students of the Department of Library Science and Information Systems, Technological Educational Institute of Athens.
- Sent the historical album Hellenic Postbank. Made a timeless contribution to Greek society and to foundations, libraries, historians and teachers and donated any duplicate books in the Historical Archives library to schools and local libraries.
- Participated in various activities of the Society of Greek Archivists which is the scientific-professional body of Greek archivists.
- Initiated the procedures to render archives available to researchers.

## Volunteering

In 2018, Eurobank took another determined step in its efforts for a better society by creating the Team Up volunteering team. 576 employees / Team up members from all over Greece joined forces and carried out actions that address the needs of Greek society.

For their first activity, the Team Up volunteers and their families painted fences and benches, cleaned the area, and planted trees and plants, transforming the appearance of the 90 sq.m. park on Isaia Salonon Street in Ampelokipoi, Athens. A Eurobank employee had indicated the need for the restoration of this specific park through the WWF GreenSpaces initiative.

**Let's do it Greece** Team Up volunteers participated in the restoration of Mt. Ymittos, Palaia Anthestiria area, by cleaning the area and planting trees. The activity was carried out as part of the Let's Do It Greece initiative.

**Social Cooking at Scouts Centre PI.VA.** Team Up members cooked 100 meals for more than 40 families. The meals were offered to the non-profit organisation Orthodox Women's Guild – St. Philaret the Merciful.

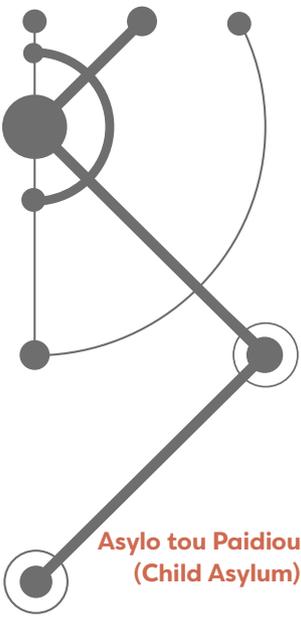
**Activity Kits for Children** Team Up volunteers and their children got together in one of the Group's buildings in Athens to create 200 activity kits. The kits were donated to children and put up by the non-profit organisations Friends of the Child and PRAKSIS and the non-profit civil partnership One Child, One World.

**Fire-stricken Residents of East Attica** The Team Up group visited the Cultural and Sports Centre in Nea Makri to assist in the efforts to support the fire-stricken residents of East Attica. The volunteers helped in receiving, sorting and organising basic necessities, prepared basic necessity packages which volunteer drivers delivered to people who could not access the facilities and also accompanied fire-stricken people to the warehouse and helped them find the necessary supplies.

**School Complex in Nea Ionia** Just before the new school year started, Team Up volunteers and their families restored the school yard of a school complex in Nea Ionia, housing a junior and two senior high schools. They painted the walls, pillars and entrance doors, created beautiful murals in the yard, repaired the basketball hoops, cleaned the school's garden and planted fragrant herbs.

**Animal Welfare Society in Nikaia-Keratsini** In October, Team Up visited the animal welfare society in Nikaia-Keratsini. Our volunteers offered more than 200 kilos of dry food, walked 40 dogs staying at the premises and got informed on training pets and how to properly approach strays.

**Supporting the Christmas Activities at the Chatzikiriakeio Foundation** The Team Up volunteers supported the Christmas activities at the Chatzikiriakeio Foundation by collecting gifts for the 85 girls staying there. Moreover, our volunteer group prepared a Christmas celebration in the Foundation's dining room. Our volunteers made handcrafted ornaments using recyclable materials and decorated the Christmas tree, giving the girls something to smile about. Our volunteers also assisted significantly during the annual two-day Bazaar held by the Foundation. They took shifts and helped the dozens of visitors with their purchases.



## Volunteering

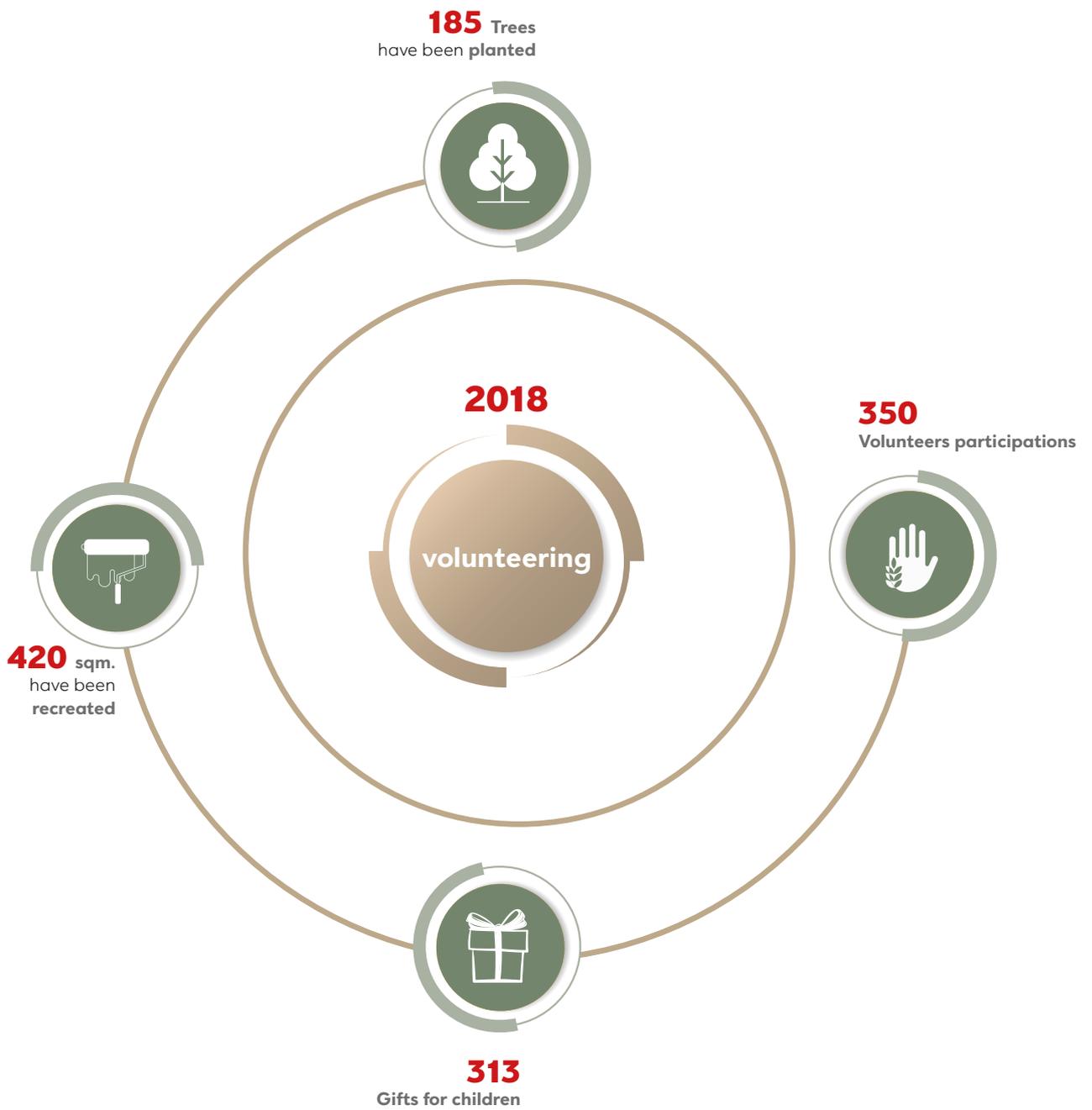
### Asylo tou Paidiou (Child Asylum)

The Team Up volunteers in Thessaloniki supported the Bazaar organised by the Asylo tou Paidiou (Child Asylum). They took shifts and helped the visitors choose Christmas presents.

### Melissa

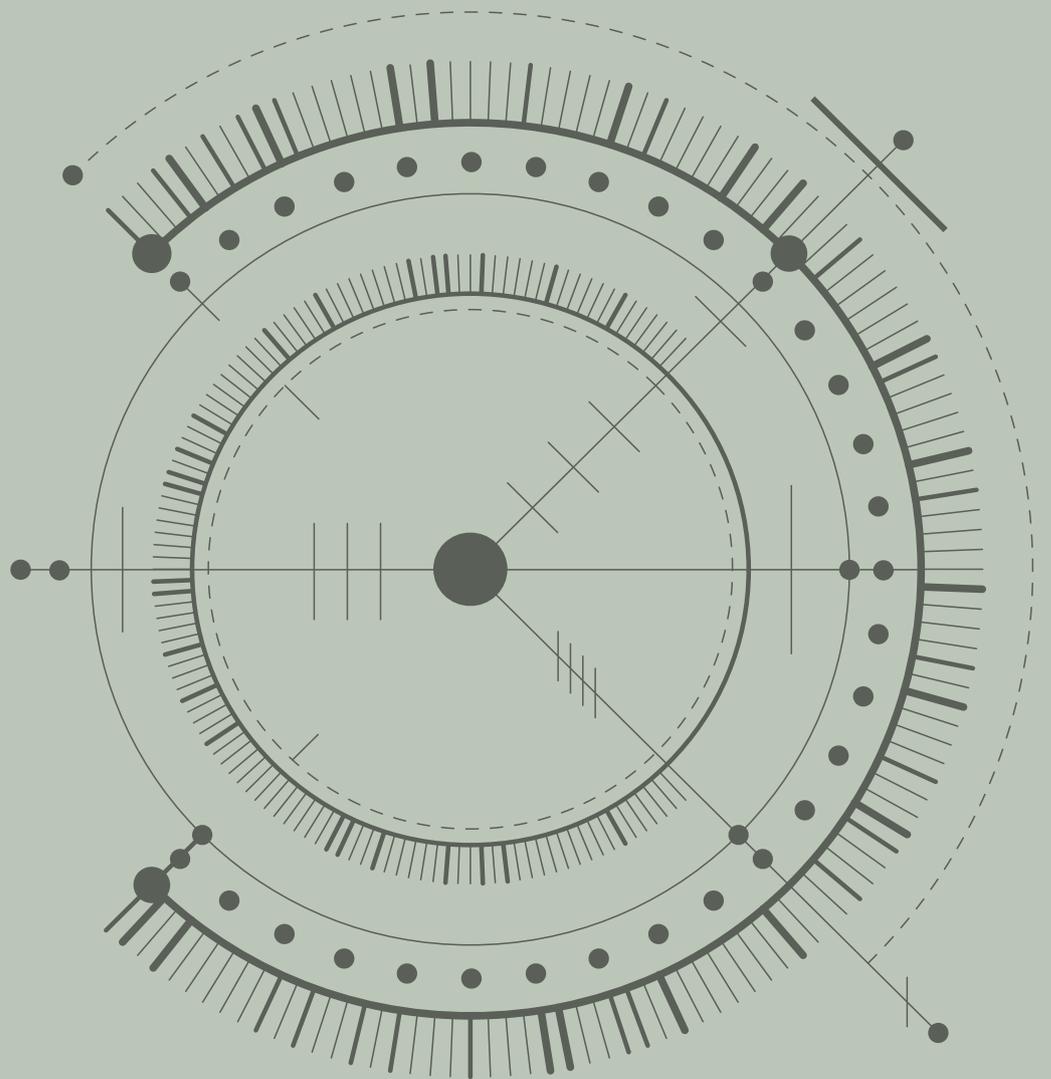
In December, Team Up members responded to the wishes of the 24 girls staying at the Melissa Foundation in Thessaloniki. They bought presents and delivered them to the Heads of the Foundation.

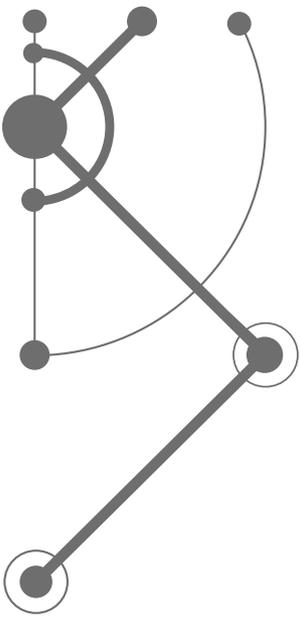




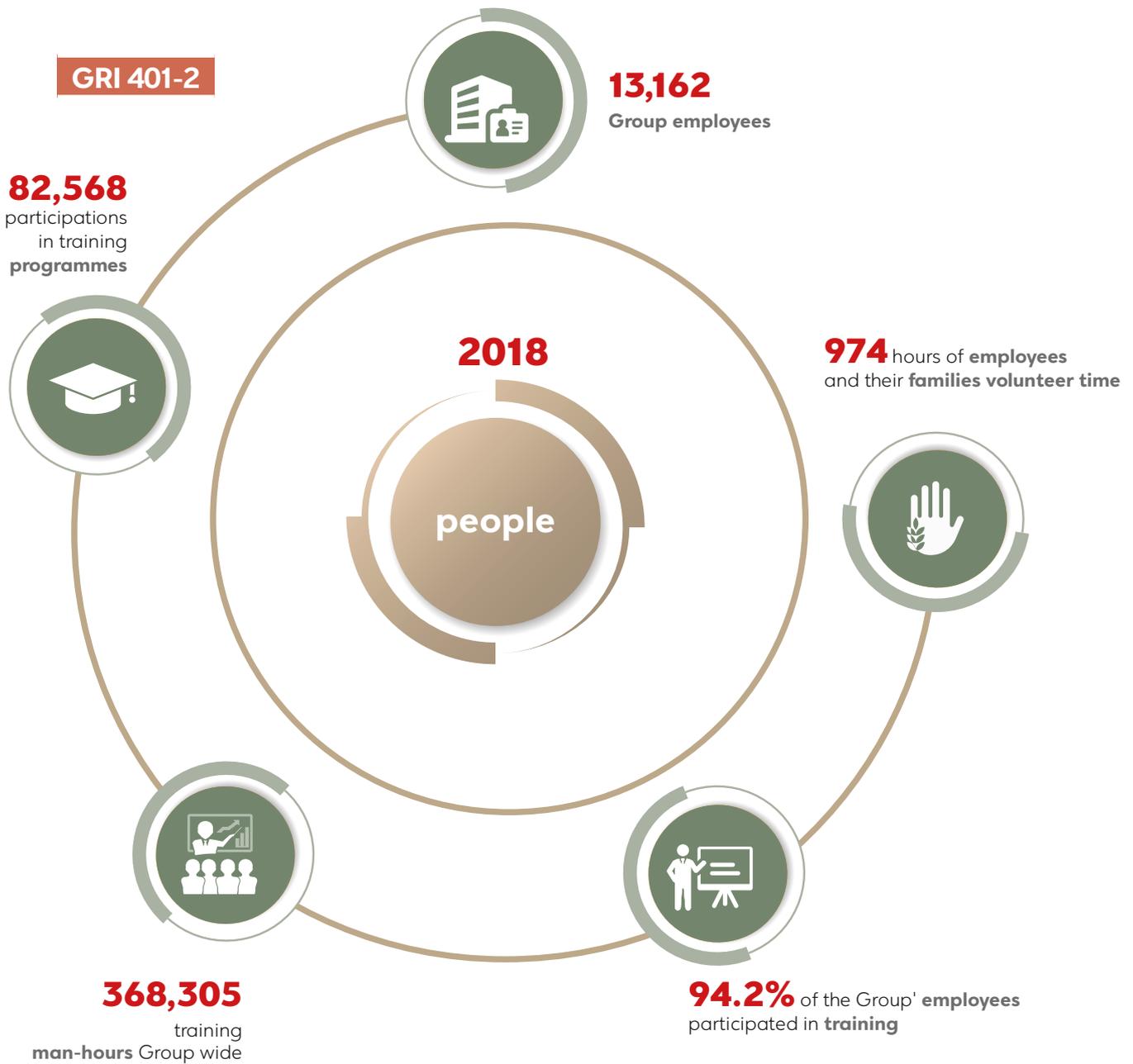


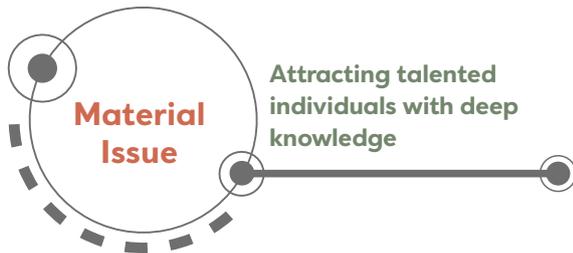
# PUTTING OUR PEOPLE FIRST





## PUTTING OUR PEOPLE FIRST





Attracting talented individuals with deep knowledge



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



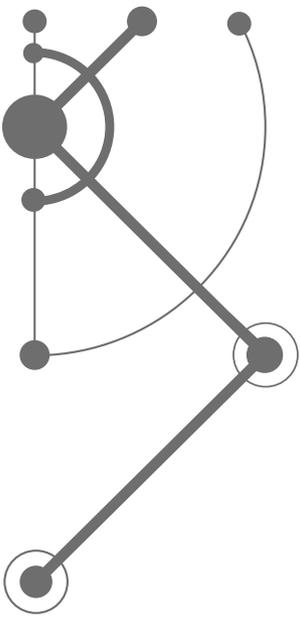
At Eurobank, we pay particular attention to supporting our people which is also reflected in our promise “Putting you first”. Currently, this goal has been gaining new momentum, aiming to reinforce the value of each employee as an active member of a digital bank.

Laying strong foundations and providing our people with working conditions that will allow them to understand and embrace our strategic vision of digital transformation was the main pillar for the Group’s human resources management policy in 2018. During the year, the work environment at Eurobank was transformed, placing the employee at the centre of the digital developments through:

- **Projects, such as Connected**, our new intranet platform, which simplifies internal communication procedures and provides the employee with an upgraded digital experience.
- **Institutions, such as the Innovation award**, which brings to the spotlight projects and proposals adjusted to new technological developments.
- **Investment in new cloud applications, such as SAP Success Factors**, which is the top human resources platform, with a 3-year implementation plan.

A valuable asset in this process is the action of our people whose conduct and skills are reinforced through training programmes that will allow them to respond to operational needs. In the past year, 94.24% of our employees participated in:

- Digital skills, certification and specialisation programmes.
- Professional development programmes for management executives and operational unit officers.
- Mentoring, reverse mentoring and coaching programmes.
- On-the-job-training programmes as well as courses to acquire practical banking experience, across all organisational levels.
- Over 5,000 courses on cutting-edge technology through internationally recognised e-learning platforms (Coursera, Interskill, Pluralsight).



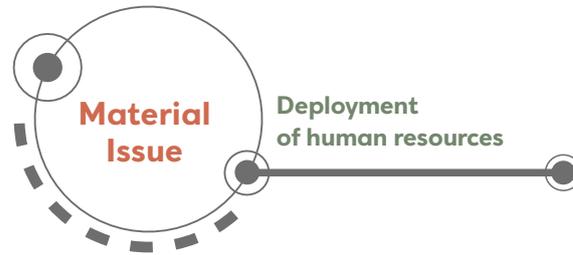
Bridging the gap between the banking sector and the new generation, as well as the academic and scientific community, is part of our digital transformation. Throughout the year, we contacted young students in various faculties informing them about our activities, values, goals and career opportunities within our organisation through:

- Participating in Career Forums.
- Cooperating with the Panorama of Entrepreneurship (Business Day) at the National Technical University of Athens.
- Offering internship and apprenticeship programmes.
- Running the Be A Pro in Banking programme.

Contributing to society constitutes a key point in our efforts to make our Bank a point of reference. By creating Team Up, a volunteering team, 576 employees from across Greece joined forces and carried out actions that efficiently addressed both day-to-day and emergency needs of Greek society.

When speaking of “putting our employees first”, it is important to note the benefits, measures, actions and mechanisms that the Bank has adopted to protect its employees, meet their needs on a personal and family level and help them find balance between professional and personal life. Eurobank is currently among the Greek businesses that continued to provide benefits to their people throughout 2018:

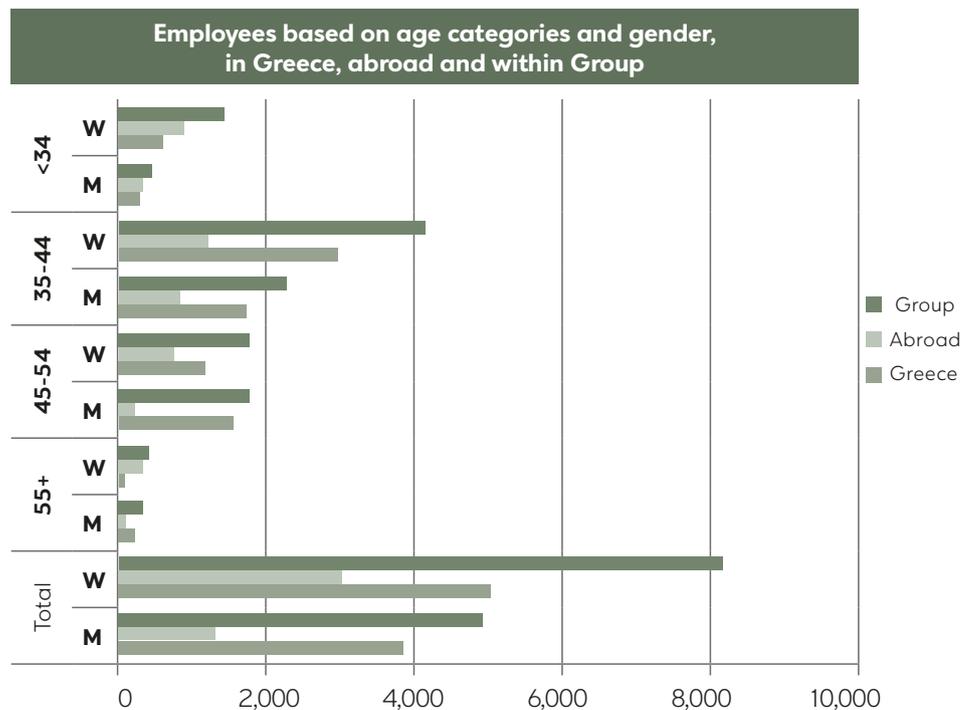
- Financial, insurance, pension benefits on top of the ones provided by law.
- Occupational health and safety measures at the workplace in accordance with EU legislation and international standards.
- Prevention measures for health issues through well-equipped infirmaries, workplace physicians, blood banks and bone marrow donations.
- Psychological support and crisis management programmes.
- Training in first aid, building evacuations and emergency drills.



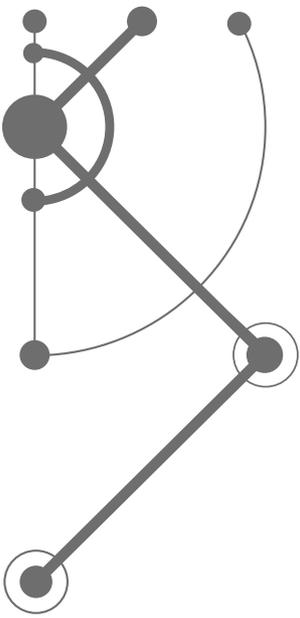
## Human Resources Deployment

**Recruitment**  
**GRI 102-8**

At a Group level, new hires in 2018 mostly covered needs in international subsidiaries (86% international subsidiaries, 14% Greece). The Bank places emphasis on attracting and choosing talented people with deep knowledge. Therefore, these new hires involved executives with a strong academic background (79% holders of graduate and postgraduate degrees and PhDs), skills that respond to the contemporary workplace and professional experience, usually at least 5 years of service (49%). The respective rates for Greece were 96% and 72%.

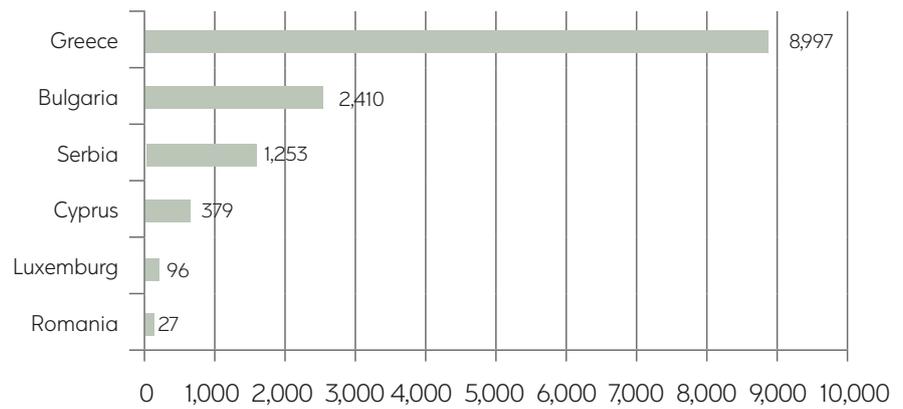


The advanced communication systems that allow CVs to be submitted online improving the candidates' experience was again a top priority for the Bank, supporting an efficient and contemporary process of attracting new talent. The recruitment process applied in Greece has been certified as per the ISO 9001 standard since 2000 and is implemented by dedicated officers, placing particular emphasis on objectivity, transparency and equal treatment of both external and internal candidates. Recruitment is conducted on the basis of pre-defined criteria, used in the context of an evaluation process, structured interviews and other modern recruitment tools.

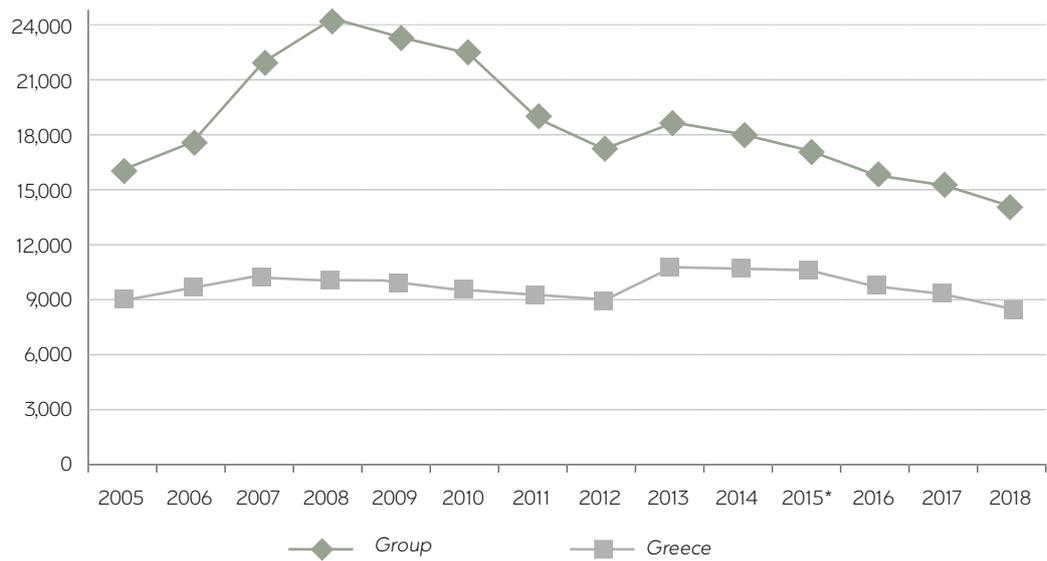


## Human Resources Deployment

**Employees per country**



**Evolution of Group-wide employment**



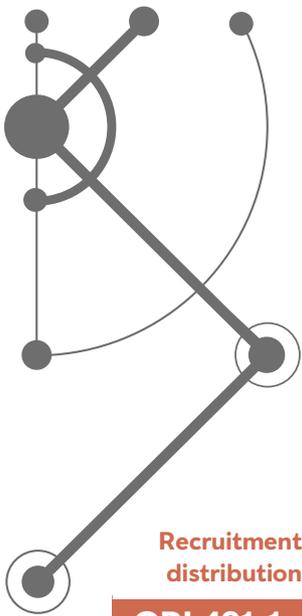
\* In 2015 Eurolife ERB is included

<b>Geographical distribution of employees in Greece (Bank &amp; Subsidiaries)</b>			
<b>Gender</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
Attica	2,864	3,771	6,635
Thessaloniki	292	343	635
Rest of Greece	705	1,022	1,727
<b>Total</b>	<b>3,861</b>	<b>5,136</b>	<b>8,997</b>

<b>Distribution of employees by employment type in Greece (Bank &amp; Subsidiaries)</b>			
<b>Gender</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
Open-ended contracts	3,823	5,093	8,916
Fixed-term contracts	38	43	81
<b>Total</b>	<b>3,861</b>	<b>5,136</b>	<b>8,997</b>

<b>Distribution of employees by employment type (Abroad)</b>			
<b>Gender</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
Open-ended contracts	1,087	2,801	3,888
Fixed-term contracts	41	236	277
<b>Total</b>	<b>1,128</b>	<b>3,037</b>	<b>4,165</b>

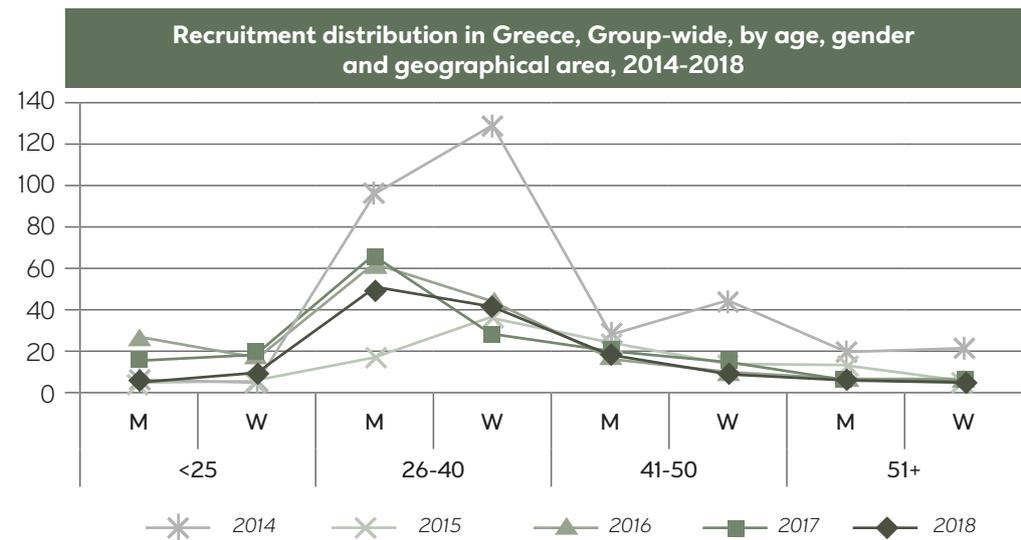
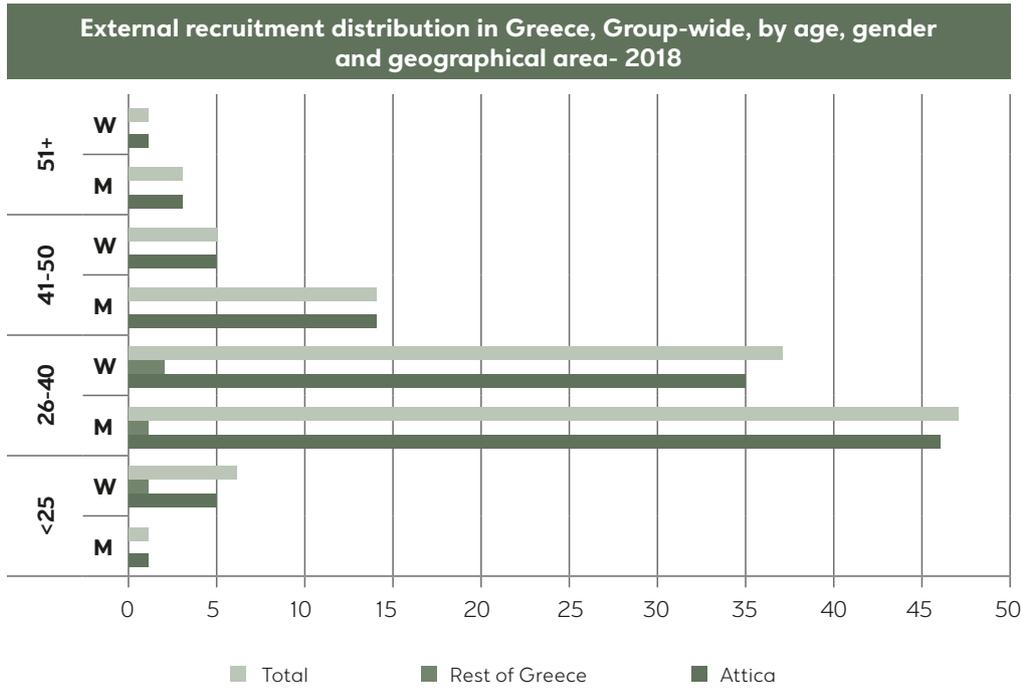
<b>Distribution of employees by employment type (Group Wide)</b>			
<b>Gender</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
Open-ended contracts	4,910	7,894	12,804
Fixed-term contracts	79	279	358
<b>Total</b>	<b>4,989</b>	<b>8,173</b>	<b>13,162</b>



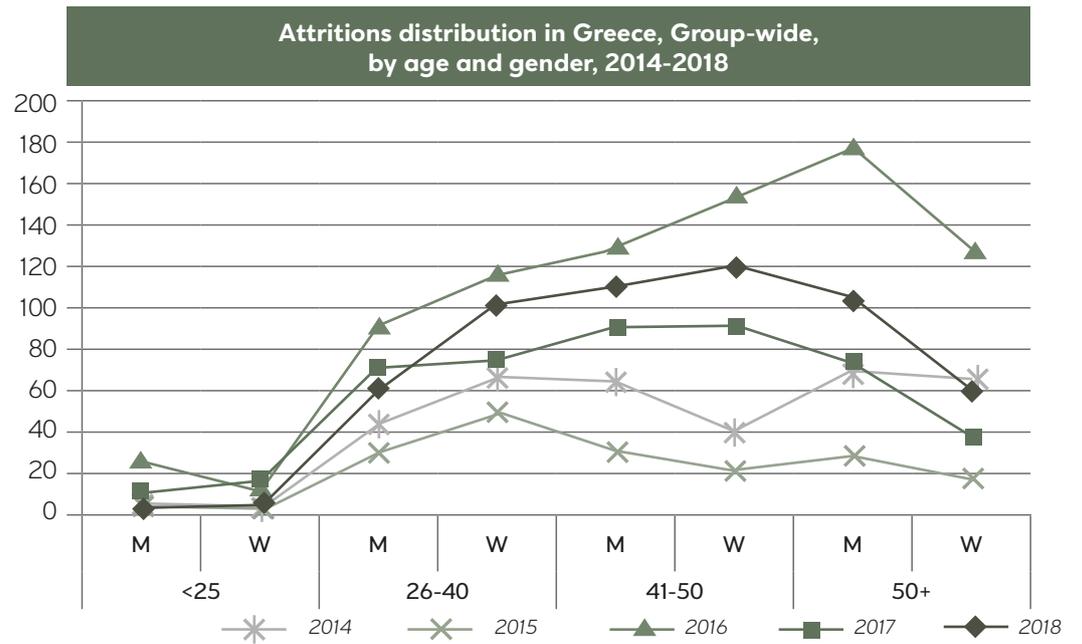
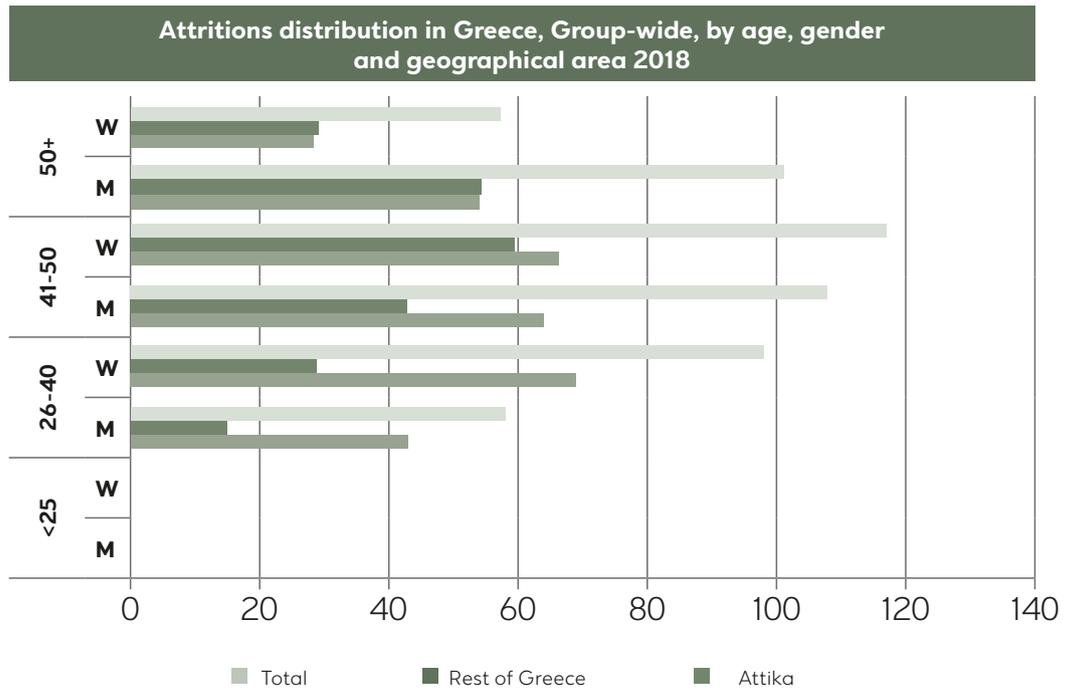
Recruitment distribution

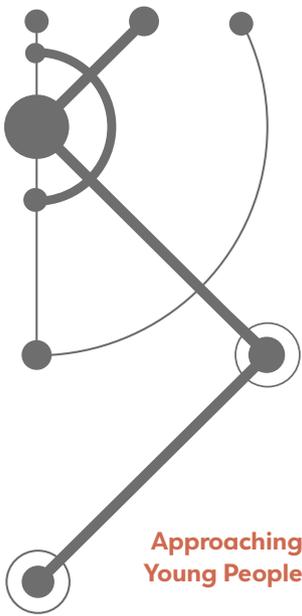
GRI 401-1

## Human Resources Deployment



Hire and attrition are included in the headcount recorded at the end of each year and do not include Business Services and Grivalia (2017) and Eurolife ERB (2016). Moreover, it should be noted that internal transfers from Group Subsidiaries to the Bank are not taken into account.





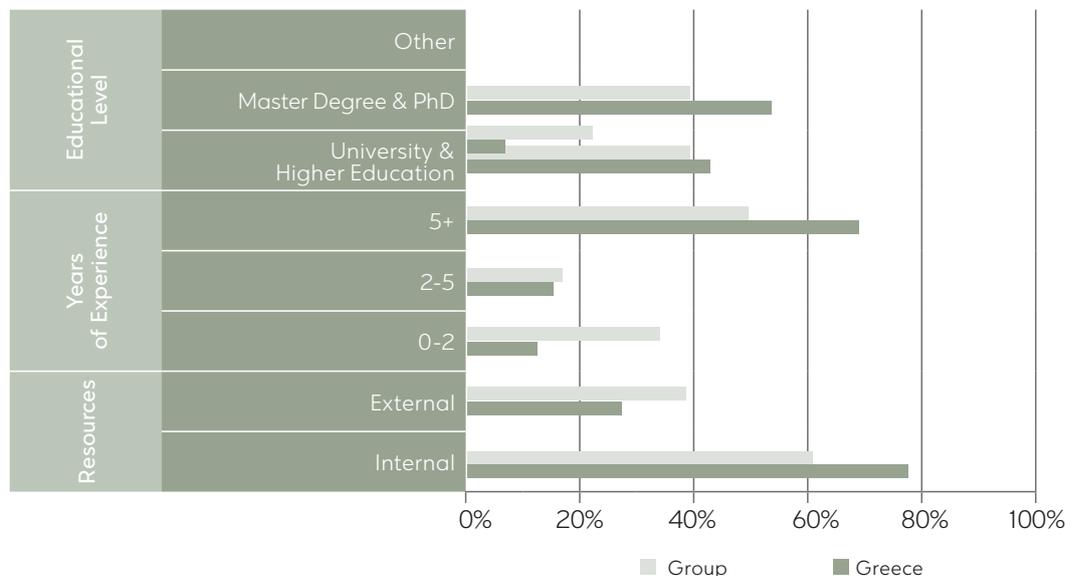
**Approaching Young People**

**Human Resources Deployment**

In 2018, Eurobank took actions and initiatives to better approach young people. Actively participating in the largest Career Forums in Greece – such as Career Days (kariera.gr), Panorama of Entrepreneurship and Career Development, Job Fair Athens etc. – and inviting young students and graduates of various schools to attend educational visits at our premises (3rd Business Day in partnership with the Entrepreneurship Panorama, "Visits Behind the Scenes" of the National Technical University of Athens), the Bank gave young people the opportunity to learn about Eurobank's activities, strategic goals and values, but also offered them actual career options, at a time when similar opportunities are very limited in Greece.

At the same time, the Bank successfully continued the Internship programmes with the participation of 266 students from universities across Greece. Internships help academic institutions connect to the labour market and expand employment opportunities for their graduates. Eurobank finds these initiatives to be a valuable contact point with the academic and scientific community in Greece.

**Recruitment sources -Years of professional experience- Educational Qualifications in Greece and Group-wide (2018)**



### **Internal Recruitment**

The Group also focuses on deploying its existing workforce to meet internal staffing needs, according to their qualifications and applying meritocracy. This strategic choice offers substantial career development prospects and engagement, while at the same time it safeguards Eurobank's standing commitment to develop its people. In 2018, 77% of job vacancies in Greece were filled internally. At a Group level, including Greek and international subsidiaries, the respective rate stood at 61%.

### **Maintaining the Quality of our Human Resources**

During the past years, the social, financial and technological trends presented new challenges and opportunities for businesses and employees.

Eurobank pledges to support a flexible work environment, considering this to be a determining factor for better performance and comparative advantage by:

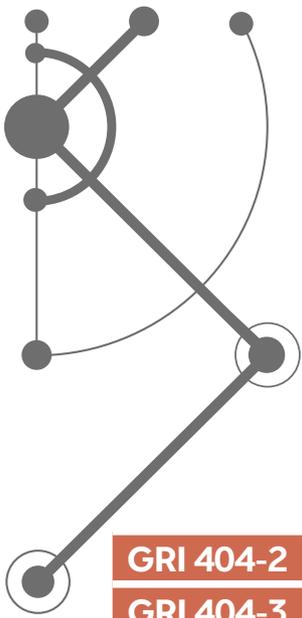
- i. Attracting and keeping talented individuals.
- ii. Increasing employee engagement, which leads to increased productivity.
- iii. Transitioning to a more flexible structure.

The Human Resources General Division, in close partnership with the Group IT General Division, has been improving the retention practices applied to the IT General Division, aiming to develop practices that could be applied throughout the Bank in the future.

In this context, internal focus groups were organised to run a bottom-up test and channel feedback from the employees to the senior executives.

Also, a research was conducted to identify reference points in relevant practices in companies around the globe.

The test results introduced new practices in the IT General Division, such as teleworking and weekly meetings for health/well-being, sports, information sharing etc.



## Professional Development & Training

Eurobank's professional development and training framework mainly focuses on:

**i. Leadership Development Programmes.** For a second year running, LEAD.exe, an Executive Development programme, was implemented. This programme addresses the Group's need to support its executives in a dynamic environment marked by operational transformation, transition to the digital era and emergence of new leadership values and skills. 52 senior executives successfully participated in the programme in 2018.

In partnership with dedicated educational institutions in Greece and abroad, LEAD.exe offers a blend of learning, experiences and leadership skills development, via:

- An e-learning platform, enabling interactive learning and access to specialized knowledge.
- Training seminars, workshops and field visits aiming to acquire and share knowledge by interacting with modern organisations, leaders and speakers.
- Reverse mentoring with young mentors aiming to reinforce the executives' digital skills and enlighten them on the mindset of the younger generation. Mentors come from egg-enter-grow-go (Eurobank's Incubator), the Bank's units and Eurobank's Beyond Hackathon teams.

In 2018 two field visits were organised:

- In Milan, Innovation & Design Thinking: Both the content and the visits were dedicated to innovation in the banking industry focusing on the key principles of Design Thinking.
- In London, Digital Revolution in Banking and Finance: Both the content and the visits were dedicated to the technological revolution in the banking industry and the economy in general.

**ii. Mentoring, Reverse Mentoring and Coaching Programmes** aiming to maximise the executives' capabilities and performance while meeting corporate priorities. These programmes help reinforce basic leadership behaviours, strengthen the design and implementation of individual development plans and further foster a culture of development and feedback.

**iii. Programmes for the Professional Development of executives** aiming to cover operational needs (e.g. Talent Identification / Succession Planning / Key Role Identification). These programmes are based on structured participation criteria, implementation framework and methods as well as the deployment of a personalised development plan for each executive.

### Performance Evaluation

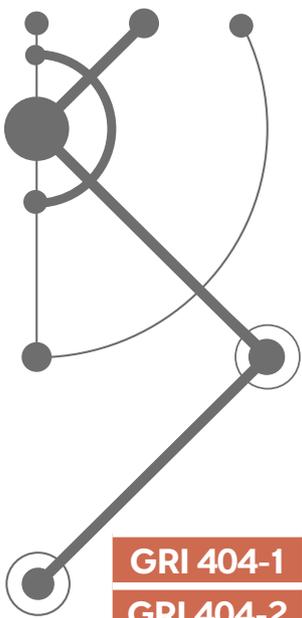
At Eurobank, performance evaluation is a key element in employee development, as it links each employee's work and contribution to the Group's success, while offering employees the feedback they need to benefit from learning and career development opportunities.

At Eurobank, performance evaluation focuses on the future rather than on an evaluation of the previous year. The Axiopoio performance evaluation and development system, which applies to all employees in Greece and Cyprus and since 2018 in Serbia too, relies on regular contact between the manager and the employee throughout the year. Moreover, it allows employees to perform self-assessment and discuss development (Check Points) with their evaluator throughout the year. All employees may also provide feedback to their evaluator by means of a structured questionnaire, highlighting the value of active participation, continuous improvement and two-way feedback. Axiopoio aims to help employees gain a better control over their career prospects by encouraging them to shape their own vision for the future based on the Bank's values and vision. In 2018, over 97% of the employees received feedback through the annual structured meeting on their performance and professional development and prospects. 15% of them were Directors or Managers and 85% were employees with no administrative responsibilities. Throughout the year, either through the structured Check Points or in informal feedback meetings, employees discussed their performance with the aim of monitoring their priorities.

At the same time, aiming to develop and evaluate the performance of senior management, we have adopted the 360° Feedback method to evaluate the overall contribution in corporate priorities and leadership behaviours according to the Group's values. Highlighting the development needs of executives and designing individual development plans is supported by structured feedback and coaching sessions.

### Voluntary Retirement Scheme & Outplacement Programmes

Staff members leaving the Bank in 2018 were offered the option to attend outplacement programmes, depending on their individual interests and profile. In particular, there are programmes offering training and consultancy, either on preparing for a professional transition and job search, or on issues relating to entrepreneurship or acquiring certain skills. These programmes were delivered by dedicated consultants.



## Human Resources Education & Training

GRI 404-1

GRI 404-2

2018 training in numbers:

- 4.7 training days on average per employee Group-wide.
- 82,568 participations in training programmes Group-wide.
- 368,305 training man-hours Group-wide.
- 248,100 training man-hours in Greece.
- 94.2% of Group employees attended training.
- 39.9% of Group-wide training activities delivered through e-learning.
- 48.5% of training activities in Greece delivered through e-learning

Annual average of training hours per staff category and gender (2018)		
Staff category	Men	Women
Employees	26,3	26,69
Middle managers	26,53	26,11
Senior managers	22,36	28,37

Eurobank’s training strategy develops around the following priorities:

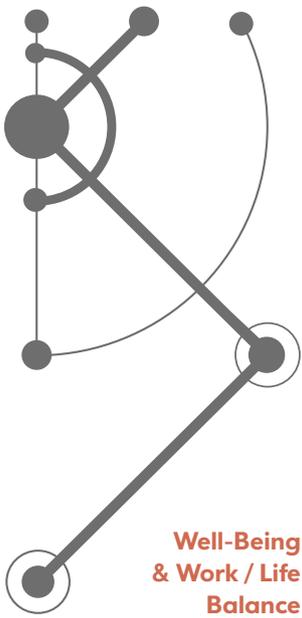
- **Training and development programmes for executives.** In 2018, two learning journeys were completed in the context of the Managers’ Acceleration Programme (MAP) that focused on People Development and Creative Cooperation. 1,622 of Eurobank’s Evaluators / Managers participated in the Programme. MAP uses microlearning learning technology (a blend of short learning actions, such as e-learning, articles, videos, on-the-job activities) to provide flexible solutions and tools for crucial issues faced by Managers. Moreover, the 8th cycle of the Eurobank – ALBA MBA in Financial Services postgraduate programme started in November 2018. 20 Group executives participated in it. The redesigned syllabus places emphasis on current issues, such as innovation, digital transformation and entrepreneurship. Finally, a new leadership development programme for Retail Banking was designed aiming to identify and empower future leaders in that sector.
- **Training courses to acquire knowledge and skills on the job object as well as practical banking experience, across all organisational levels.** Emphasis was placed on implementation issues relating to the Retail Banking model. In particular, we ran programmes on efficient management of remedial actions in non-performing portfolios, and we continued the internal certification programmes in Business Banking for competent officers in the Branch Network, aiming to reinforce the strategic role of the Business Advisor. With regard to the Certifications of the Bank of Greece, in 2018, 158 employees participated in certification programmes for the Provision of Investment Services, while 432 employees were re-certified. Also, 2,440 people participated in the re-certification programmes for Reinsurance Mediation.

Finally, we started developing a new programme of internal certification in non-performing loan management for 100 officers in partnership with the Hellenic Banking Institute, aiming to shield professionals in this sector.

- **Providing expanded learning solutions to employees and upgrading training infrastructure.** Responding to the need for continuous learning for the first time we provided all employees with the option of choosing and accessing web-based courses that cover a wide range of topics and relate to the needs of a modern banking professional such as customer experience, general banking knowledge, IT management, and preparation of presentation and business proposals. Moreover, in June 2018, the renovation of the Bank's Educational Centre was completed now featuring cutting-edge technology and revamped training rooms which support webinars through new tools, such as Webex.
- **Digital skills, certification and specialisation programmes.** In the context of the Group's digital transformation all employees have the option to upgrade their digital skills and acquire new skills earning valuable assets for both their professional and personal development. For example:
  - 65 employees were trained in the Design Thinking methodology. A group of participants was also given the opportunity to deepen their knowledge and attend the advanced level. The programme focuses on the development of innovation and promotes the cultivation and development of ideas into concrete strategies, products and solutions.
  - 65 employees participated in Agile/Scrum programmes which analyse the methodology for a new model for creating deliverables and organising work.
  - 59 employees participated in the Digital Marketing skills programme which ran this year too.
  - 84 employees participated in training programmes on the pioneering Lean Six Sigma methodology and were certified across 3 levels (Yellow/Green/ Black belt).
  - 67 employees participated in 2 groups of the Diploma in Business Analytics & Big Data, which is jointly organised with the Athens University of Economics and Business.

Finally, we continued our extensive cooperation with internationally recognised e-learning platforms (Coursera, Interskill, Pluralsight) providing access to more than 5,000 courses involving cutting-edge technologies (such as Computer Science, Information Technology, Cyber Security and Data Science).

Courses are provided by leading European and US Universities as well as by large organisations and recognised professionals. Participants may obtain attendance certificates. Note that with the view to providing customised training to meet the needs of the employees and the Group, the policies and procedures implemented are certified as per the ISO 9001 standard.



**Well-Being  
& Work / Life  
Balance**

## Human Resources Education & Training

The Bank provides its employees with benefits aiming to promote their well-being and work / life balance.

Eurobank takes care of its employees through benefits for them and their families. The Bank's top priorities are: health, safety and well-being of its employees, respecting family and fostering work/life balance. In short, the benefits relate to:

- Private healthcare and life insurance for employees and protected family members.
- Pension and savings schemes (pension scheme and group savings scheme for employees' children).
- Financial benefits and family allowances (benefit for married people, large family benefit, disabled children allowance, kindergarten and special school benefit).
- Discounted rates for the Bank's products.
- Additional leave on top of the statutory one relating to family and working mothers (for example, in case of family emergencies, health issues, reduced working hours for mothers).
- A restaurant located in the outdoor area of our building complex in Nea Ionia where employees and visitors enjoy quality food, based on a healthy and balanced diet, at very affordable prices, while taking a pleasant break.

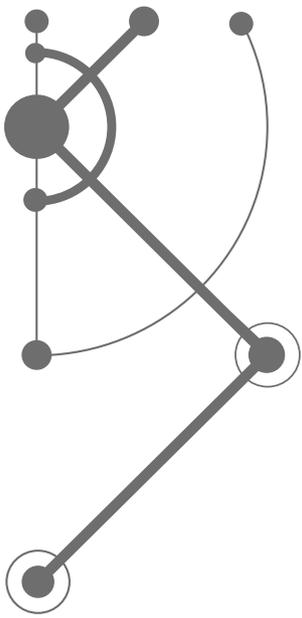
Employee and customer safety is a top priority for Eurobank. The Occupational Health and Safety Policy that the Bank has in place since 2005 is tangible proof that human resources are Eurobank's most valuable asset. Therefore, the Bank applies all measures required under national and EU legislation to ensure the health and safety of its employees, customers and associates. The Bank also implements a Health and Safety Management System (HSMS), certified as per the OHSAS 18001:2007 standards.

In this context, the Bank also implements a prevention and safety programme for its employees through various initiatives:

- It runs four fully-equipped infirmaries in Attica where occupational physicians offer clinical services and medical advice to employees.
- It provides prescription services free of charge through associated physicians.
- It offers regular medical check-up to all employees. In 2018, a total of 740 employees had this check-up performed.
- It coordinates a blood bank, run by Eurobank staff, to meet the needs of employees and their families for blood. In 2018, 290 blood units were collected and 181 units were made available to patients following employee requests to meet personal or family needs.
- During blood drives, representatives of the Vision of Hope Volunteer Bone Marrow Donors' Bank inform blood donors about the importance of donating bone marrow. As a result, 84 employees have registered themselves as bone marrow donors so far.

To efficiently deal with any personal problems or emergencies that may arise in relation to its staff, Eurobank has the following prevention and support mechanisms in place:

- Training in first aid and occupational health and safety including building evacuation and emergency response drills.
- Critical Incident Stress Management (CISM): Supporting employees on handling sudden traumatic events and crises inside and outside the workplace (such as robberies, accidents, terrorist acts, workplace violence, inappropriate employee or customer conduct, sudden death, natural disasters etc.).
- Case Management Service (CM): A dedicated team of consultant psychologists and psychiatrists provide comprehensive support to employees facing difficulties, aiming to help them restore balance on a personal and professional level. A psychologist offers advice to the Bank's senior officers on handling such issues.
- Support Line: Employees may consult experienced psychologists until 21:00 daily to get support in handling workplace or family-related problems or any other situations they might be preoccupied with. All communication is strictly confidential.



## Intra-Group Communication

Internal, two-way communication with employees is a key priority for Eurobank. In this context, the Group's Internal Communication programme aims to provide employees with reliable and timely information, ensure transparency and promote team spirit, co-operation and corporate culture.

The Internal Communication programme has been built on the following key pillars:

- **Information** on all matters concerning the Group's operation in Greece and abroad. In particular:
  - Announcements, policies, management acts, procedures and memos update employees on various developments within the Group, while simplifying their day-to-day duties.
  - Connected, our new intranet platform provides upgraded and advanced options for accessing and sharing information. Connected saves time for employees by simplifying their daily routine and by providing them with immediate updates on issues of interest. At the same time, it lays solid foundations for even closer cooperation.
- **Staff-Management** communication allowing the exchange of views on matters pertaining to the daily work routine and to the Organisation's culture. To this end, in 2018, the following major events took place:
  - Management meetings with employees of all ranks in the context of official business briefings, visits to Group sites and social events.
  - Breakfast with the Management offering participating employees the opportunity to discuss with the CEO or with the Deputy CEOs issues of daily routine that concern them and get updated on the Group's performance and strategy.
- **Recognising and rewarding employees.** In 2018, the Employee Recognition Programme Sto Epikentro (In Focus) was implemented. The programme is based on Eurobank's values and vision and rewards the following pillars:
  - Cooperation
  - Innovation
  - Customer-centricity
  - Long-term contribution

- **Supporting and fostering families** through a number of initiatives:
  - Rewarding employees and their children for their academic, school or athletic achievements.
  - Offering cultural, sports and entertainment opportunities to both children and adults.
  - Promoting volunteering to support society.

**Upgrading  
the Human  
Resources Management  
Infrastructure**

In 2018, we began implementing the new SAP Success Factors cloud app with a 3-year implementation plan. Eurobank is the first bank in Greece to invest in the leading human resources SAP cloud platform, putting its people at the centre of its digital transformation.

This innovative initiative will upgrade the HR services provided to all Group employees. They will enjoy better communication and access to their details, education, unit organisational chart, evaluation, salary and benefits regardless of their role, rank or location of workplace.

**Workplace  
Communication  
& Support – HR4U**

The HR4U call centre supports Eurobank's people by answering their questions and meeting their requests, taking all steps necessary to offer a top-level service and maintaining a two-way communication channel between the HR General Division and staff.

In 2018, the HR4U call centre responded to over 36,000 questions and requests. Many of those related to Group benefits and their immediate resolution was of utmost importance to the employees concerned and their families. For example:

- Urgent need for blood or blood platelets for employees or members of their families.
- Questions about the medical check-ups offered to employees free of charge.
- Questions about the healthcare programme.
- Questions about the pension scheme and the children's savings scheme.
- Communication about events, awards, volunteering actions etc

**Dialogue  
& Labour Rights**

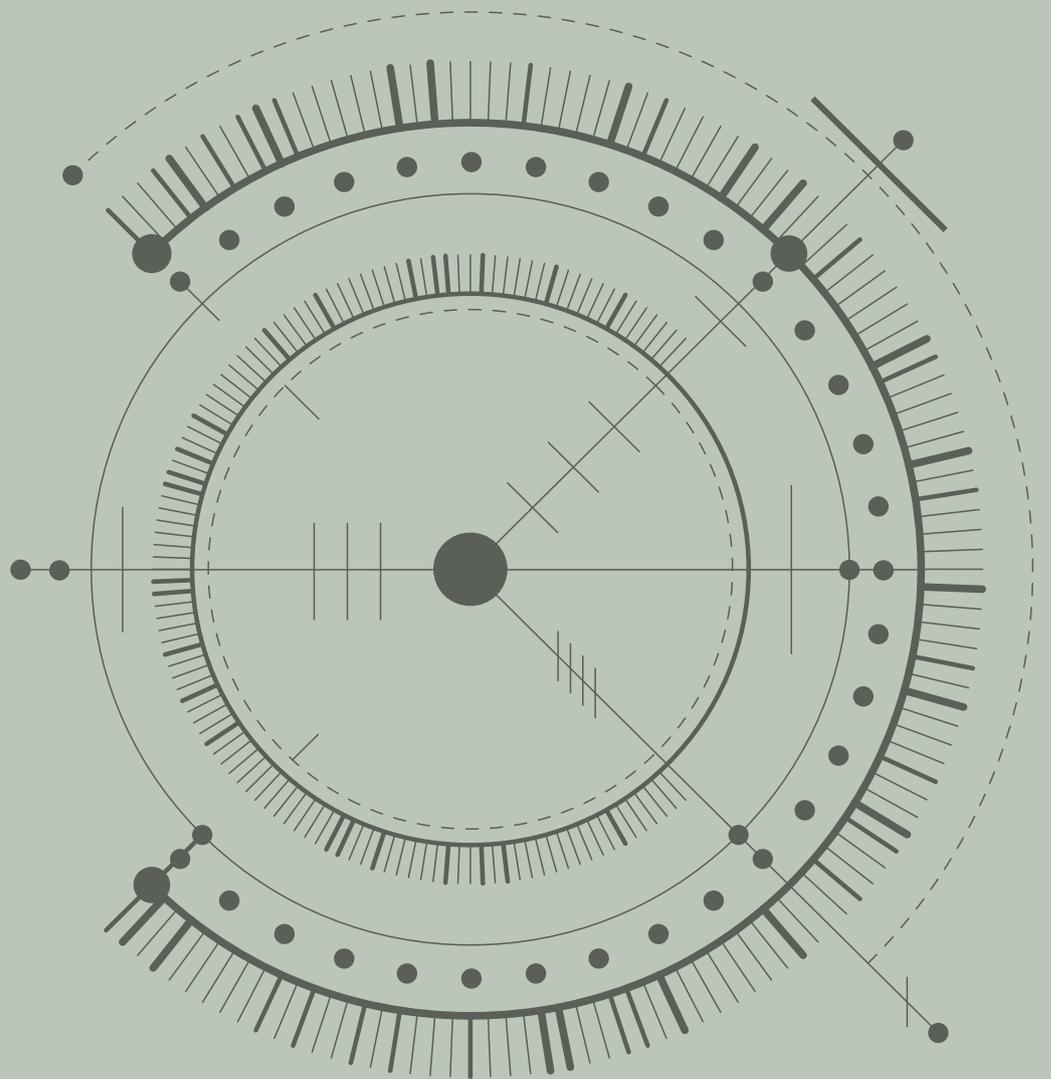
**GRI 102-8**

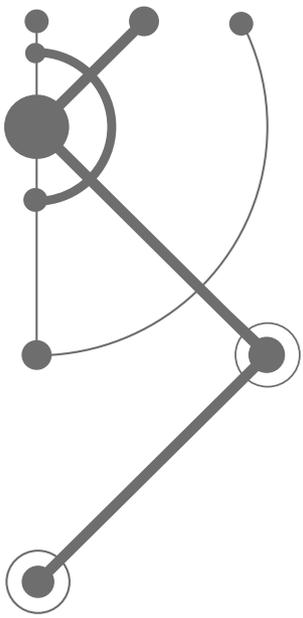
**GRI 102-41**

The Bank's policy is to communicate with employees, both through internal communication channels and through their unions. Six such unions are currently active in Eurobank, representing 89% of staff i.e. around 7,076 employees. The union with the most members is recognised as the employees' official representative body in labour negotiations with the Bank's Management. All Bank employees are covered by collective labour agreements (on an enterprise, sectoral and national level) while labour relations are regulated by the laws in force and the Bank's Statute of Internal Service. All employees work full-time. The Bank's Management cooperates with the unions supporting scheduled work meetings to discuss developments in the work environment.

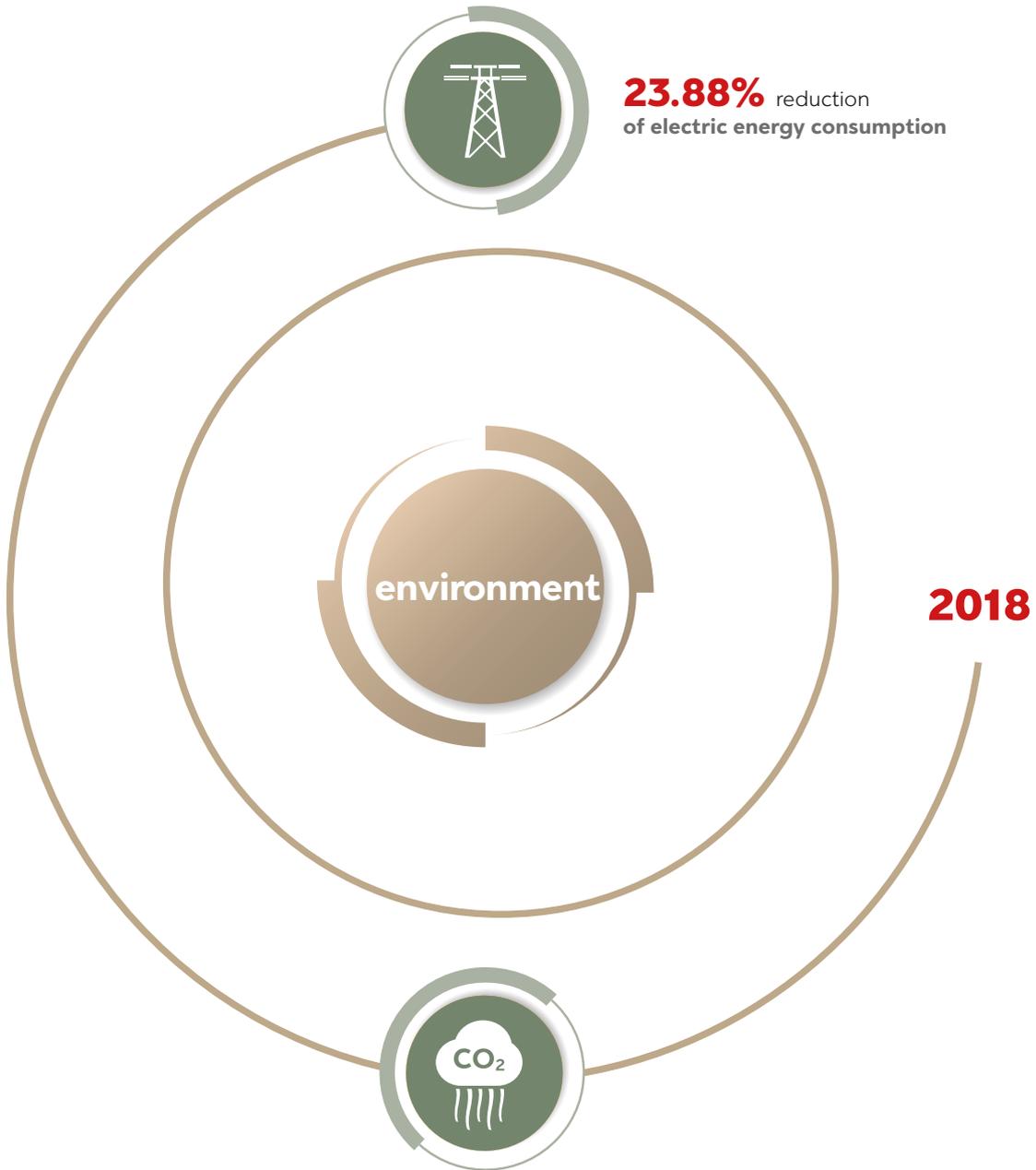


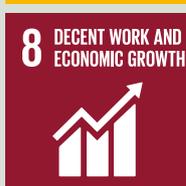
# PUTTING THE ENVIRONMENT FIRST





## PUTTING THE ENVIRONMENT FIRST

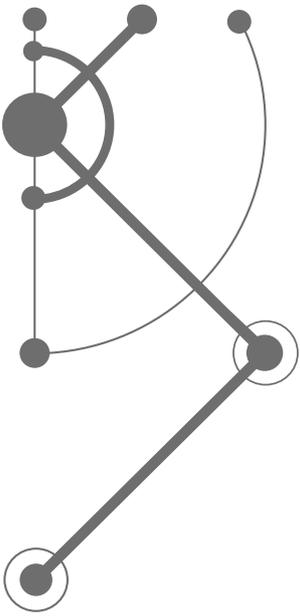




Environmental responsibility is a priority for Eurobank. Since 2003, the Bank has invested in the development and implementation of an Environmental Policy that covers the entire range of its operations. Using a series of certified systems, the Bank monitors its performance and systematically takes initiatives to reduce its environmental and carbon footprint. The protection of the environment offers direct benefits too such as saving natural resources and reducing operational cost.

The implementation of the aforementioned systems has led to significant reductions in energy consumption and greenhouse gas emissions compared to the base year 2014. Moreover, in 2018, Eurobank continued to manage potential environmental and social risks in its loan portfolio. The Bank launched a series of "green" products that provide entrepreneurs with various incentives and tools so as to adopt environmentally-friendly business activities. As far as suppliers are concerned, Eurobank has adopted transparent and unambiguous criteria including environmental certifications and the environmental footprint of the suppliers' products and services.

Eurobank's next goal is to present a comprehensive strategy on climate change and on the opportunities that may arise in the banking sector from financing enterprises for projects leading to the reduction of the environmental footprint creating a low environmental risk portfolio, attractive to international investors.



## Environmental Policy

The Eurobank Group Environmental Policy, which was officially adopted in 2003 and is available on the Bank's official website [www.eurobank.gr](http://www.eurobank.gr), reflects Eurobank's commitment to environmental responsibility.

Eurobank is committed to monitoring and improving its environmental performance, raising awareness among all stakeholders and promoting best practices throughout its network. At the same time, it develops "green" products and services to offer incentives and tools that promote activities protecting the environment. In addition to complying with statutory requirements, the Bank takes further initiatives to draw new boundaries in environmentally responsible business activities. As a result of the implementation of this policy, to this date Eurobank:

- Has been certified, since 2004, for the implementation of an Environmental Management System in accordance with the ISO 14001 International Standard.
- Successfully completed its registration in 2009 in the Register of European Enterprises applying the EU Eco-Management and Audit Scheme (EMAS).
- Was awarded by EMAS for its environmental practices in 2009, 2010 and 2011. The 2011 award was in the category "Stakeholder Involvement Leading to Continual Improvement" which is the highest distinction for large private organisations in Europe.

## Environmental Performance

Eurobank handles its interaction with the environment in a systematic and global manner, taking into account both the direct impact its operations have on the environment (e.g. the impact arising from the operation of buildings' facilities and branches) as well as its indirect impact (e.g. environmentally-friendly financing and supplier relations). In this context, the Bank implements a certified Environmental Management System based on programmes and initiatives in the following sectors:

- Conservation of natural resources.
- Reduction of greenhouse gas emissions.
- Waste reduction, recycling and efficient solid waste management.
- Personnel training, communication and awareness.
- Environmental risk assessment of customer financing.
- Development and promotion of “green” banking products and services.

In 2015, Eurobank became the first bank in Greece to implement a comprehensive Energy Management System certified in accordance with the ISO 50001 International Standard.

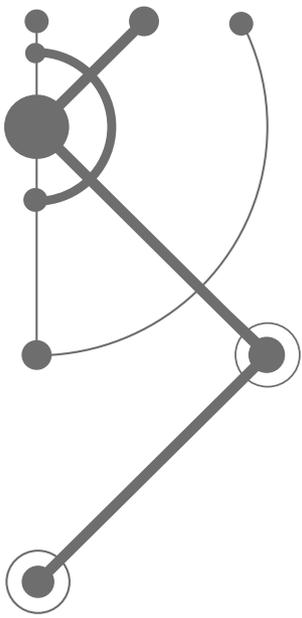
At the same time, the dissemination and implementation of the Bank's certified and award-winning environmental practices in the Group's subsidiaries have already been completed for Eurobank Property Services S.A. and Business Exchanges S.A., which have been certified in accordance with the ISO 14001 International Standard.

### Conservation of Natural Resources

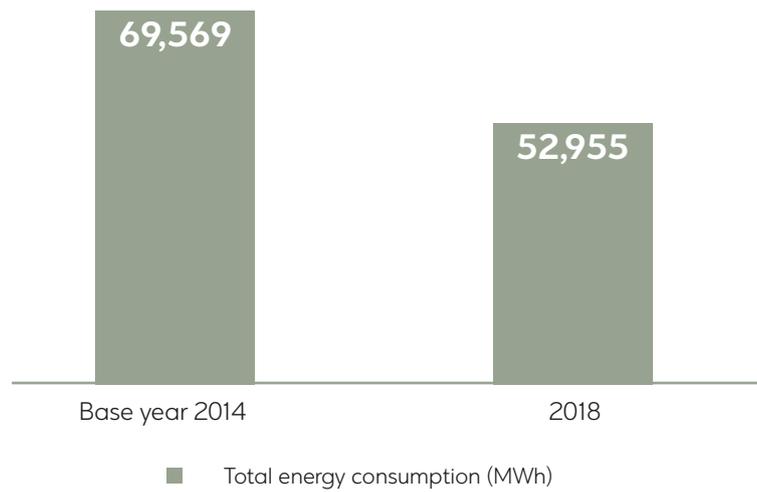
The importance of climate change renders monitoring all energy consumption and respective emissions one of our top priorities. Energy consumption in Eurobank results from:

#### GRI 302-1

- The use (burning) of heating oil and natural gas in the Bank's buildings.
- The use of diesel fuel and petrol by the Bank's vehicles.
- The consumption of electric energy for all the Organisation's operations.



## Environmental Performance



- In 2018, total energy consumption was reduced by 23.88% relative to the base year 2014.
- Total energy consumption per square metre in the Bank's buildings has decreased by 10.88% while total energy consumption per employee has similarly decreased by 19.47%, relative to the base year 2014.

These positive results were achieved through the implementation of the Energy Management System.

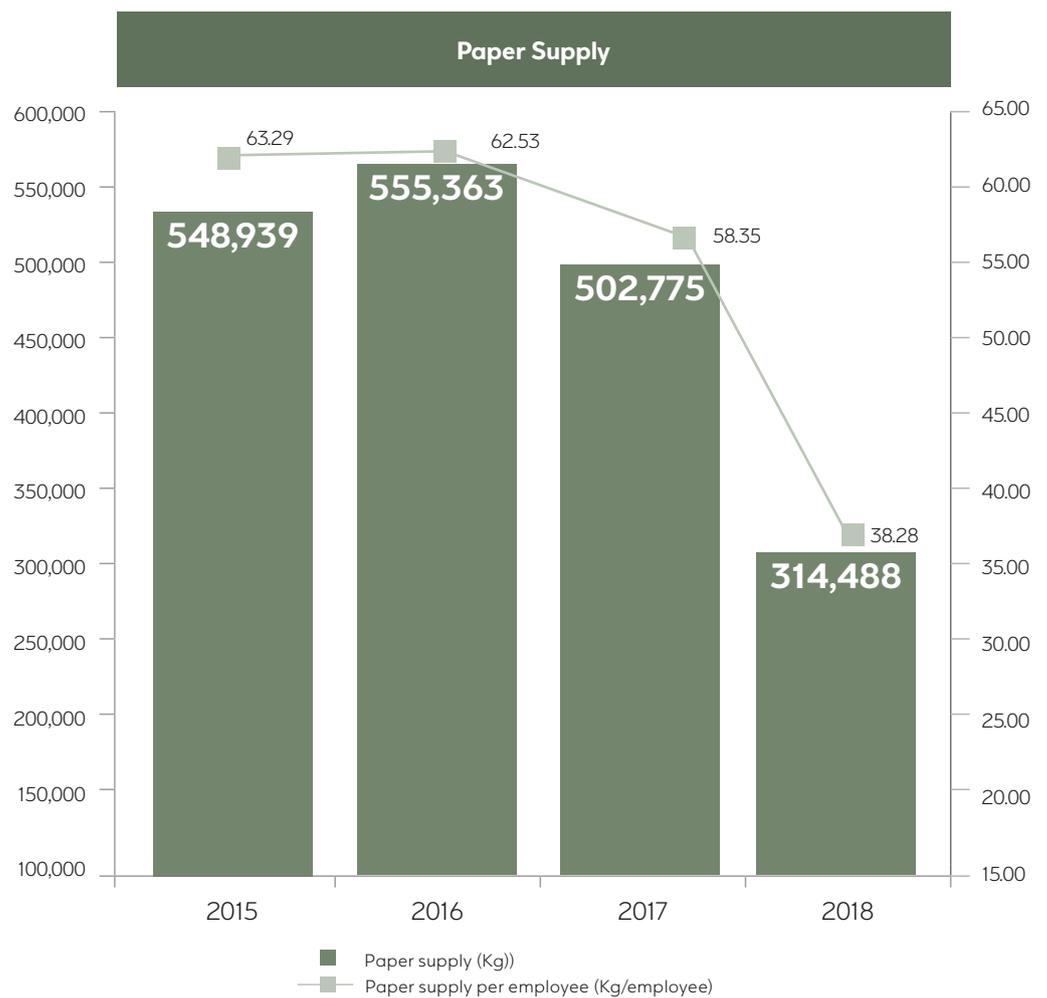
The methodology Eurobank implements with the aim to reduce its energy consumption is based on the "Pay as you save" model in cooperation with Eurobank Property Services S.A., under an innovative "Shared Savings Energy Performance Agreement". In this type of Shared Savings Energy Performance Agreement, the projects concerned are financed by the Energy Consultant through own or investment capital.

In 2018, targeted, energy-efficiency interventions were made, both to existing equipment and to the design of new premises, in terms of interior lighting, illuminated signs, air-conditioning, electrical installations, natural gas infrastructure installations and electromechanical equipment.

### Paper

#### GRI 301-1

Reducing paper consumption is a key environmental target for the Bank. In 2018, paper supply decreased by 34.40%, year-on-year while the corresponding consumption per employee declined by 6.69%, as a result of the "Paper Savings" programme. Concurrently, the Bank's needs for A4 paper were covered exclusively by using ECOLABEL-certified paper.

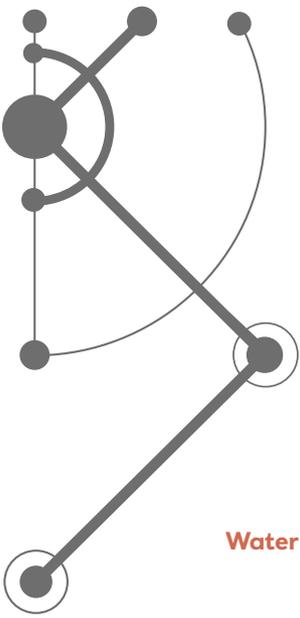


### e-Statement

The use of the e-Statements service increased significantly in 2018 as 720,000 clients have discontinued the conventional mailing service since the launch of the e-Statements service, thereby reducing the number of physical (paper-based) account statements by more than 1.8 million units.

Important contributing factors that led to the discontinuation of the physical account statements were the targeted “splash screen” of the e-Banking service and the discontinuation of the physical statements during the e-Banking registration process for new users.

The savings from the discontinuation of statement deliveries by conventional mail amounting to more than €9.5 million since the service became available is of significant importance for the Bank.



## Environmental Performance

### Water

The Bank pays particular attention to the conservation of water. To this end, it applies appropriate measures such as implementing specific systems for the control of the water flow in the water supply network. In 2018 the total water consumption amounted to 75,967 m<sup>3</sup>, reduced by 8% year-on-year.

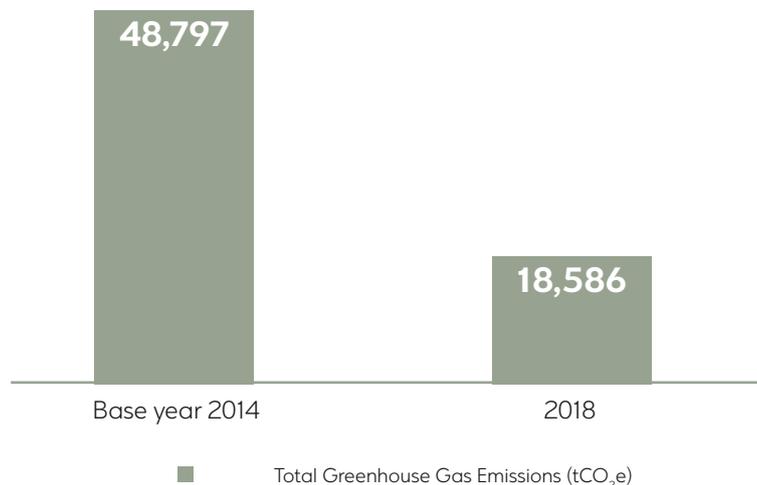
### Reduction of Greenhouse Gas Emissions

With the aim of monitoring and reducing its environmental footprint and thus contributing to the reduction of greenhouse gas emissions, since 2008, the Bank implements the international Greenhouse Gas Protocol (GHG) ([www.ghgprotocol.org](http://www.ghgprotocol.org)). Additionally, since 2018, the Bank implements the Market-Base Method for electric energy consumption, using the annual CO<sub>2</sub> emission factors from energy providers. In 2018:

- Total GHG emissions in carbon dioxide equivalents (CO<sub>2</sub>e) were reduced by 61.91% relative to the base year 2014.
- Total GHG emissions in carbon dioxide equivalents (CO<sub>2</sub>e) per unit of building areas were reduced by 55.40% and by 59.70% per employee relative to the base year 2014.

The significant decrease in emissions resulted from the reduced consumption, due to energy-saving measures, as well as from the significant deviation of the annual emission factors of the Market-Base Method in relation to the GHG Protocol factor, which was used in previous years.

By significantly reducing Greenhouse Gas emissions from its operations, the Bank contributes to the mitigation of climate change and facilitates the achievement of the global sustainability development goal for the climate (SDG13).



**Waste Reduction,  
Recycling & Efficient  
Solid Waste  
Management**

Waste reduction, re-use and recycling are key pillars of Eurobank's Environmental Management System. The Bank monitors and manages the life cycle of:

- Toner cartridges: In 2018, the full implementation of the Managed Print Services programme was continued whereby 100% of empty toner cartridges are recycled.
- Paper and packaging materials: Over 38% of the Bank's paper supply quantity was recycled by a specialist contractor in 2018. The total quantity of paper recycled is significantly higher as an additional large quantity of waste paper was channelled to the municipal recycling systems in the areas where the Bank operates.
- Waste Electrical and Electronic Equipment (WEEE): 100% of the withdrawn equipment was recycled.
- Lamps: 100% of withdrawn lamps were delivered for recycling.
- Batteries: 100% of withdrawn batteries were delivered for recycling.

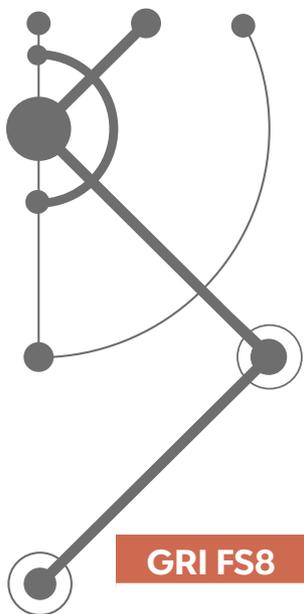
**Personnel Training,  
Communication  
& Awareness**

As part of the implementation of the Environmental Management System and the Energy Management System, Eurobank actively promotes awareness-raising and training of personnel on environmental issues, energy and climate change and on the correct implementation of relevant procedures. Since 2003, a total of 4,426 employees have received training on environmental issues.

Moreover, information on the energy consumption of the Bank's branches is disclosed on an annual basis.

**Environmental Risk  
Assessment**

The participation of major institutional investors in the Bank's share capital marked the upgrade of existing and the incorporation of new environmental and social risk management mechanisms in the Bank's financing and investment operations. In this context, the Bank implements an Environmental and Social Management System (ESMS) aiming to mitigate the respective risks arising from the business operations that are financed by the Bank. The ESMS has been fully integrated into the approval and monitoring processes that the Bank applies in its financing operations and is fully supported by the Bank's Management as the adoption of environmental and social criteria can lead to sustainable operating models and, therefore, to better credit ratings.



## “Green” Products & Services

### GRI FS8

As part of the effort to actively promote best practices and attain long-term sustainability, the Bank has developed a series of “green” products, namely banking products offering environmental benefits. These products build on the Bank's relationship with its customers and the market to promote tools and incentives that encourage environmentally-friendly business activities.

#### WWF Eurobank Visa – The first “green” banking product in Greece

WWF Eurobank Visa is the first “green” product ever issued by a Greek bank and it is the outcome of the partnership between Eurobank and WWF Hellas, which began in 2000.

In 2018, the total number of active WWF Eurobank Visa cards was 21,284. Eurobank paid part of the card income, equal to €50,201.97, to WWF Hellas in order to promote the WWF foundation. Thus far, WWF Hellas has received more than €1.6 million through WWF Eurobank Visa for the financing of environmental protection actions.

#### “Green” Home Loans

Eurobank has contributed substantially to energy-saving actions and in particular to the improvement of the energy performance of private homes in the country by actively participating in both the “Energy Saving at Home I” and “Energy Saving at Home II” Programmes

The Bank also played an instrumental role in the design of the new “Energy Saving at Home II” Programme launched in March 2018 as well as in the improvement of the process regarding the submission and management of applications through a new online platform developed in collaboration with the Ministry of the Environment and the Hellenic Fund for Entrepreneurship and Development (ETEAN). In the new Programme, the Bank will continue its dynamic presence, providing financing (part of the financing comes from the European Regional Development Fund and national funds) to new households so that they can carry out “green” interventions in their homes.

In addition to its participation in the subsidised “Energy Saving at Home” Programme, Eurobank also offered, for those who did not have the opportunity to be included in it a corresponding loan product called “Green Housing – Energy Saving Loan”. This product finances property owner needs to carry out repairs in order to improve the energy efficiency of their properties (from installing photovoltaic systems for domestic energy production and completely replacing the existing heating system, to carrying out full renovation works to save energy).

The Bank's valuable experience and expertise in “green” loans are always the starting point for future initiatives with the ultimate goal of actively contributing to the achievement of the country's environmental targets and protecting the wider environment by designing specialized “green” banking products that offer the most cost-efficient financing solutions covering all potential “green” needs of the citizens.

**Financing Clean Energy  
Projects & Other  
Environmentally-friendly  
Energy Sources**

Support for investments in Renewable Energy Sources (RES) has been a standing priority for the Bank over the past few years forming part of its broader goal of financing the economy and supporting the development of the country.

The Bank has created special lending products for financing RES investments of small and medium-sized enterprises such as photovoltaic installations at business premises/roofs, photovoltaic power stations and wind farms with installed capacities of up to 5 MW and 15 MW respectively. The Bank also supports large RES investments through more complex banking products with a strong focus on structured finance projects.

The Bank is also active in the financing of other environmentally-friendly investments, financing investments in gas-fired power generation plants built to replace outdated polluting ones. The Bank's target for 2019 is to expand its RES project lending portfolio and to continue to support Greek and foreign investors operating in this sector.

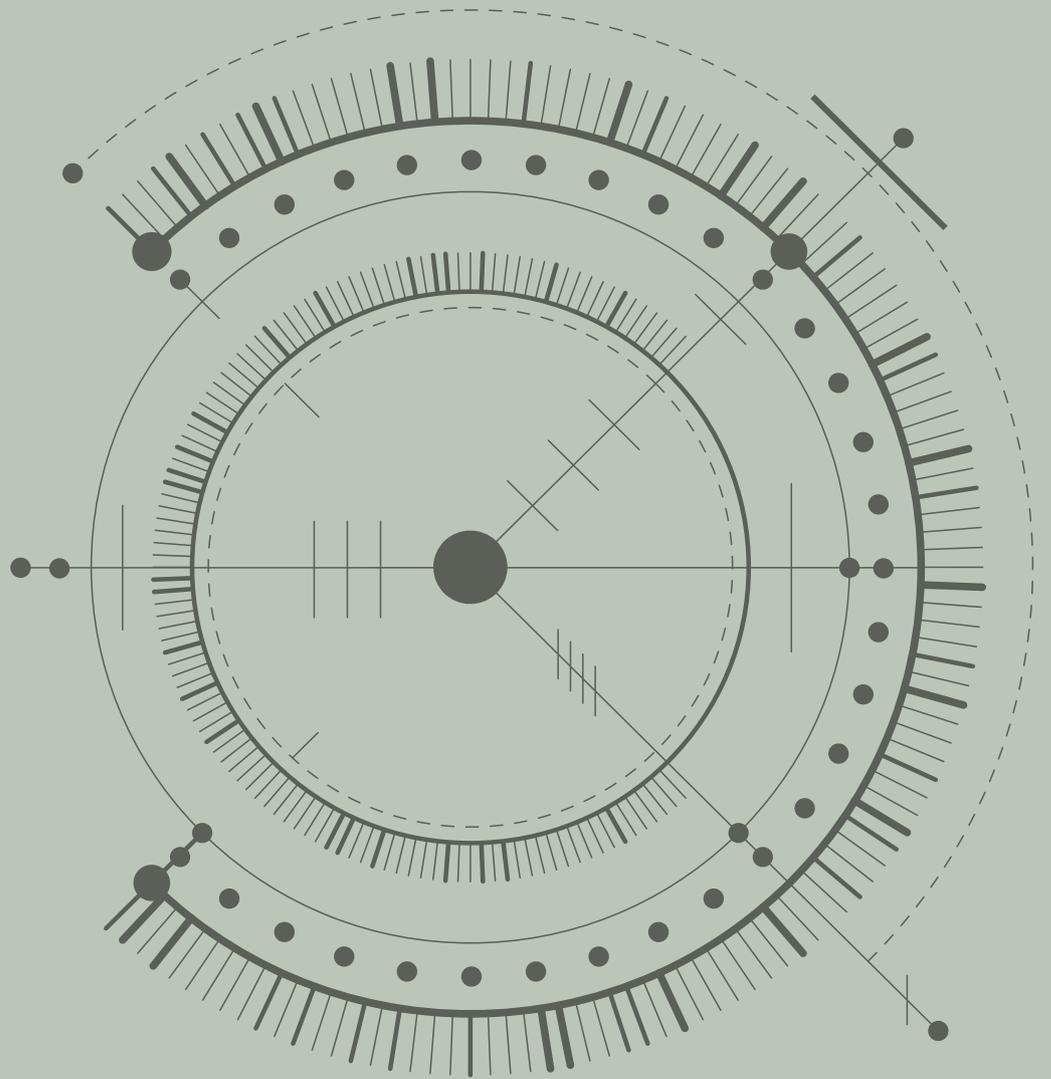
**Participation in  
Environmentally  
Aware Enterprises**

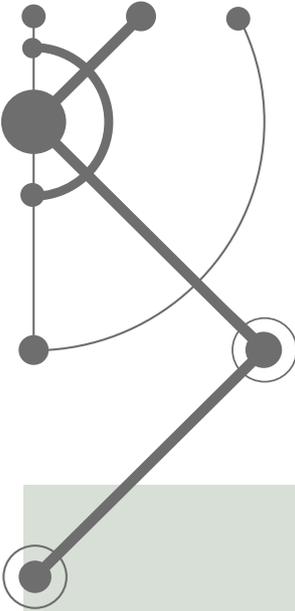
The Bank seeks to selectively participate in companies with specific characteristics and strong growth prospects focusing on extroversion and environmental awareness.

In parallel, it also offers advisory services and know-how regarding the development and growth of such enterprises in Greece and abroad. In this context, the Bank has been participating in the share capital of MESOGIOS S.A. since 2010, together with a co-investor, through SINDA Ltd. MESOGIOS Group is among the leaders in environmental protection in Greece, operating in sectors such as solid and liquid waste management, water resource management, contaminated soil restoration, RES-based power generation and the energy efficiency sector. The Bank also participates in the IBG HF III (CMF) private equity fund, which specialises in renewable energy sources and more specifically in the establishment and operation of small and medium-sized photovoltaic installations and wind farms in Greece. Eurobank is the fund's third largest shareholder.



# INTERNATIONAL PRESENCE & CORPORATE RESPONSIBILITY





# INTERNATIONAL PRESENCE & CORPORATE RESPONSIBILITY



## Bulgaria

On top of its main activities, throughout 2018 Eurobank Bulgaria AD (Postbank) continued to focus on the needs of the local community supporting programmes and initiatives in partnership with specific foundations and organisations. Postbank highlights the importance of social responsibility to its employees, customers, suppliers and society while it strives to mitigate its environmental impact through specific actions.

In 2018, Postbank carried out various important corporate social responsibility actions in education, environment protection, sports and corporate donations. Postbank is an active member and supports the initiatives of: the Association of Banks in Bulgaria, KRIB, AmCham, HBCB, Borika AD, Endeavour Bulgaria Association, Bulgarian Business Leaders Forum, Bulgarian Donors' Forum, Atanas Burov Foundation, UN Global Compact Network Bulgaria and Bulgarian Association of Advertisers.

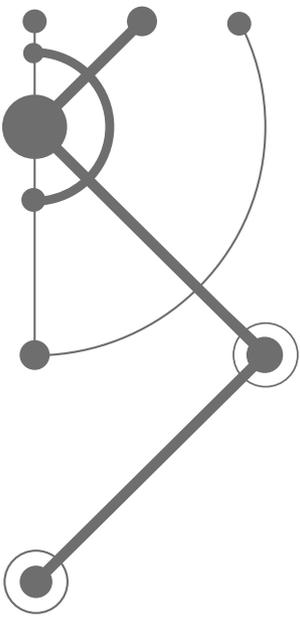
Education for children and young people in Bulgaria has always been part of the social responsibility projects designed and supported by Postbank. As a result, at the beginning of the school year, Postbank initiated a joint programme with SoftUni to support the Bulgarian educational system. The programme includes various activities that prepare young people for future professions. The strategic corporate relationship between the two organisations aims to encourage students to develop their potential while IT and digital technology leaders are prepared for a dynamic environment and the new trends in banking.

In 2018, the Bank participated again in the corporate social responsibility initiative organised by the UN Global Compact Network Bulgaria entitled Proud of my Parent's Work. This campaign aims to help children with their future career development, showcasing that labour and education may constitute key principles, but skills and qualifications will be the foundation of their professional success. Over 100 students of the 2nd, 4th and 5th grade visited Postbank during the initiative. They learned a lot about various specialities within the Bank, the power of teamwork and the importance of appropriate education when it comes to professional development.

For yet another year, Postbank supported the National Commercial and Banking High School in Sofia and committed to participating in future actions as a mentor.

For a second year running, Postbank's managers participated in the European Week of Money, which was held on 12-16 March 2018. The initiative for this partnership belongs to the European Banking Federation, where the Association of Banks in Bulgaria (ABB) and other national banking associations participate, and aims to improve the financial education provided to students in primary and secondary schools across Europe.

During the 2018 European Money Week, experts from Postbank organised open classes for students in various cities across the country. The classes were about the importance of this initiative, the major banking services and products, the history of money, the ways to save money, investments and how to manage personal capital. For a third year running, Postbank, as a member of the ABB, participated in the European campaign against money muling.



## Bulgaria

In June, Postbank was the main partner of the Postbank Business Run charity event, organised every year by the Begach Club. The event was marked by a record-high number of entries, consisting of 300 teams from 107 companies operating in various economic activity sectors. The teams competed to support three charities. The funds raised thanks to this initiative exceeded BGN10,000 and were donated to: Cedar Foundation, for organising occupational therapies for children and young people with disabilities; Water Way Foundation, for providing hydrotherapy to children with disabilities; and For Our Children foundation, for initiatives providing a safe environment for the children's life and personal development. In 2018, the second Business Run Plovdiv 2017, the largest regional business sporting event, was held and Postbank was again among the supporters.

Postbank's organisational structure includes the Green Council and the Environmental Service Unit. Both of them work to protect the environment by reducing the resources consumed by the Bank and its financing activities. In 2018, as part of the overall social responsibility policy, the Bank continued to develop Green Heroes, an internal initiative for sustainable development and environmentally friendly conduct. This initiative aims to encourage employees to adopt socially responsible behaviour. Through this campaign and the financing provided by the Bank, employees select local projects to be implemented, showing how simple actions can lead to sustainable changes. In 2018, the Postbank team successfully completed two more projects that improve the environment.

In 2018, Postbank launched TOGETHER, an internal donation platform to support employees in need. This is a charity financed by the Bank's cash and constitutes one of its long term projects. The goal is to upgrade the constant efforts for developing loyalty and care towards its employees. The concept behind the platform is to promote solidarity among colleagues and act as a functional mechanism that financially supports employees facing serious health problems.

## Serbia

Since its establishment in the Serbian market in 2003, Eurobank has been constantly combining a strategy of dynamic and successful development with contribution to the community where it operates, through targeted actions:

In March 2006, we created a corporate social responsibility programme entitled We invest in European values. €4 million were invested in this programme to support its 5 pillars: Education, Environment, Culture, Equality and Public Health.

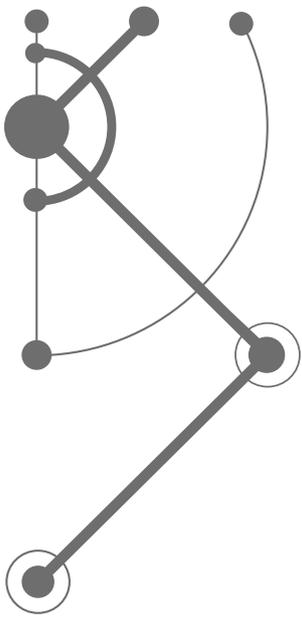
**Completion of the Big Heart Programme in Partnership with the Ana and Vlade Divac Foundation – 50 Nurseries Renovated in 8 Years**

In December 2018, Eurobank Beograd and the Ana and Vlade Divac Foundation completed the Big Heart programme, which was launched in 2010. Over the past 8 years, more than 22,000 customers of Eurobank Beograd contributed to the renovation of state nurseries across the country, through the use of the Mastercard Big Heart credit card. This way, over 65 million Serbian Dinars were channelled to the renovation and restoration of 50 playgrounds in nurseries, schools and health centres across Serbia.

**The new Eurobank Big Heart Credit Card – A School Designed for You**

In March 2018, Eurobank Beograd announced a new corporate social responsibility programme, A School Designed for You, with the support of the Ministry of Education, Science and Technological Development.

At the same time, it launched Eurobank Big Heart, a new credit card. For each transaction, the Bank will give part of the income the state secondary schools to upgrade classrooms and buy the necessary equipment. Moreover, Eurobank Serbia will give students the opportunity to acquire knowledge on banking activities from the Bank's employees who will act as guest teachers.



## Cyprus

As part of its corporate social responsibility strategy, Eurobank Cyprus Ltd (Eurobank Cyprus) undertakes initiatives that promote team values and principles, focusing on sectors that reflect Cyprus' society and economy. Since its establishment, Eurobank Cyprus supports the Cypriot economy and sustainable development initiatives, promotes productive investments, innovation and entrepreneurship and actively participates in the country's social and cultural life, always with a deep sense of respect for the environment.

### Economy / Innovation / Cyprus Seeds Entrepreneurship

Based on the growth of its activities, Eurobank Cyprus constantly creates new job openings. Moreover, it has pledged to support innovation and entrepreneurship through the following initiatives:

The Cyprus Seeds programme aims to take research efforts from the university lab and bring them into the free market. The programme creates opportunities for investment and development and promotes new entrepreneurial efforts. At the same time, it contributes to keeping talented researchers in Cyprus and mitigating the brain drain when it comes to post-doctoral and doctoral students at the University of Cyprus who managed to complete their research as a result of the limited financing and resources.

Cyprus Seeds offers financing, mentoring and a series of workshops, all aiming to transform research programmes run by academic researchers into start-ups.

**Rise** RISE is the first Research centre in Cyprus focusing on Interactive media, Smart systems and Emerging technologies, aiming to contribute to and support economic growth and innovation in Cyprus. The Centre combines research and innovation in such a way that allows researchers to develop their research projects.

Rise aims to:

- Develop competitive research programmes on an international level.
- Upgrade scientific research in Cyprus.
- Promote cooperation between entrepreneurs and local authorities.
- Cooperate with local innovative businesses to solve daily problems.
- Share knowledge with innovation and technology businesses and find contemporary solutions to boost economic growth.

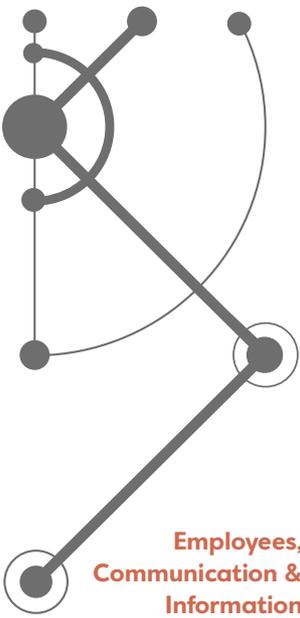
**Scientific Research  
& Education**

Eurobank Cyprus has always supported scientific research and education. The Bank is a sponsor of the Medical School, University of Cyprus. At the same time, it grants doctoral and postgraduate scholarships to students of the Cyprus School of Molecular Medicine, Cyprus Institute of Neurology and Genetics.

**Culture – Society –  
Environment**

As an active corporate citizen, Eurobank Cyprus promotes culture by supporting local artists and other cultural events, encourages volunteering within the Bank, financially supports various charitable organisations and implements actions for the protection of the environment, such as investing in technology that helps reduce paper usage.





## Luxembourg

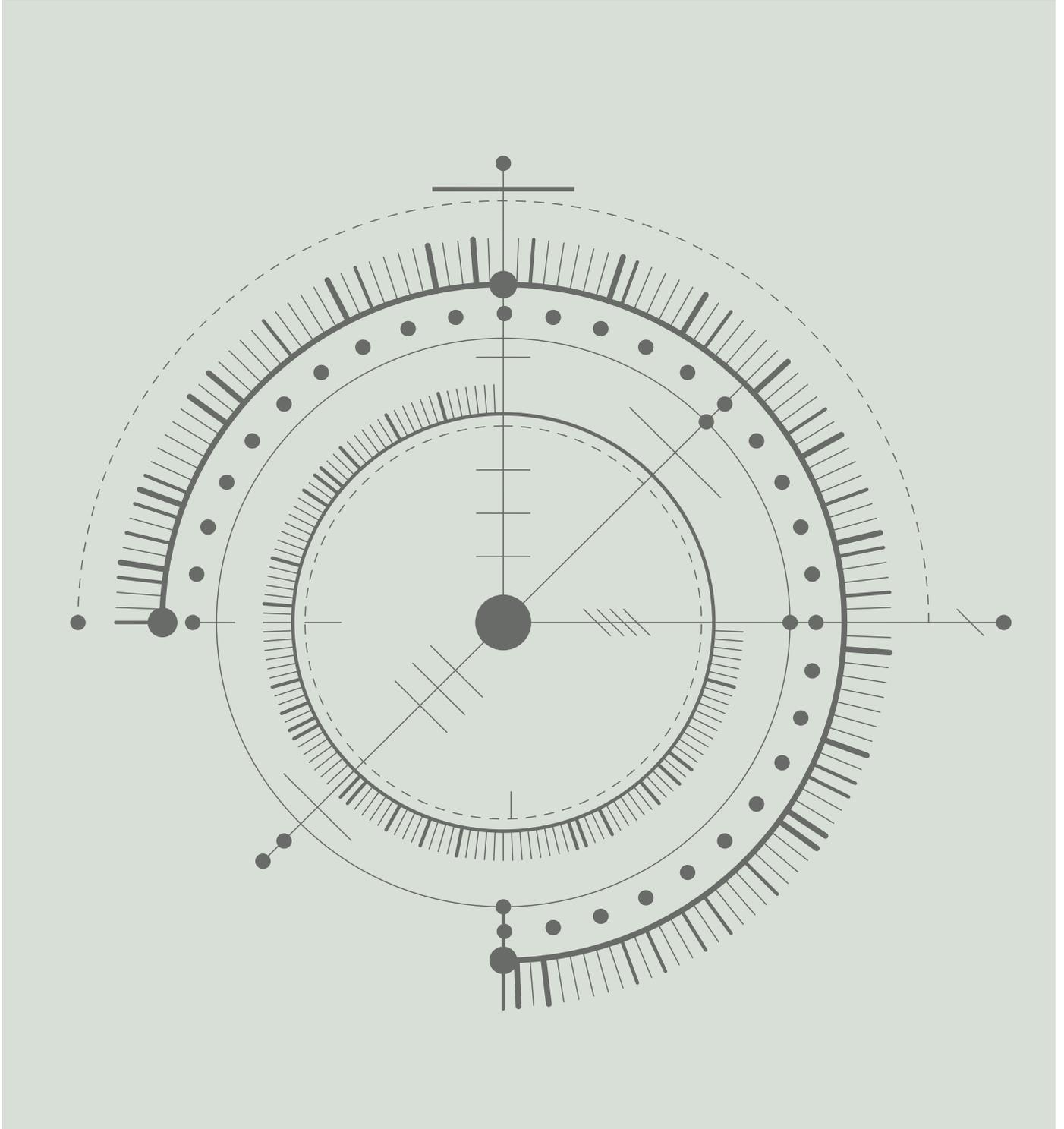
### Employees, Communication & Information

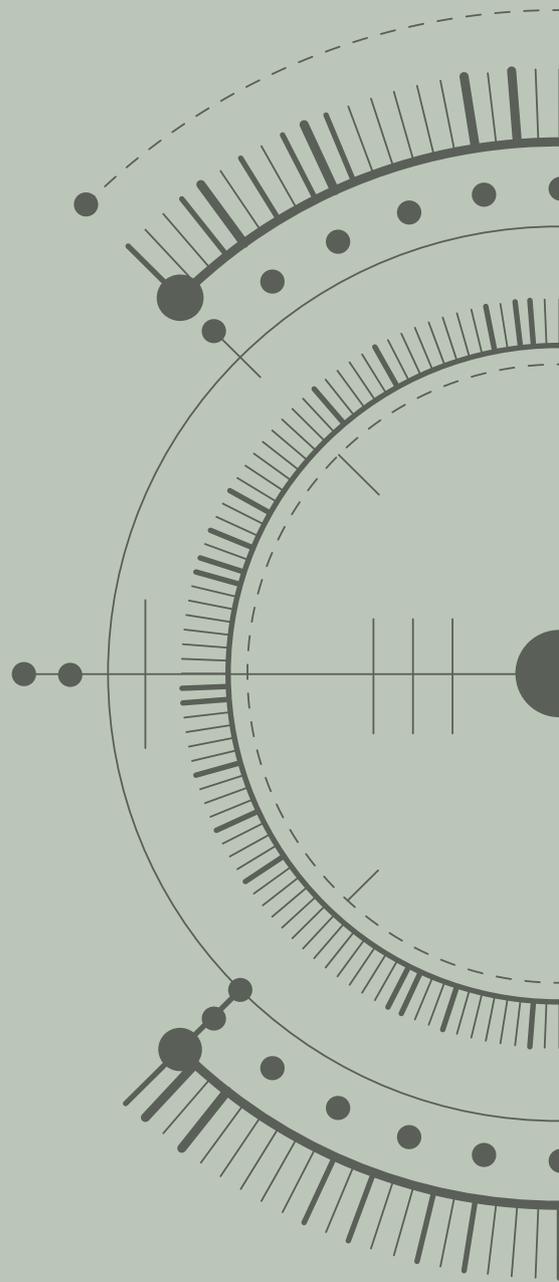
As part of its two-way communication and staff information strategy, in 2018, Eurobank Private Bank Luxembourg SA (Private Bank Luxembourg) provided new colleagues with information on all matters they need to become familiar with when first starting to work in Luxembourg and in Private Bank Luxembourg in particular.

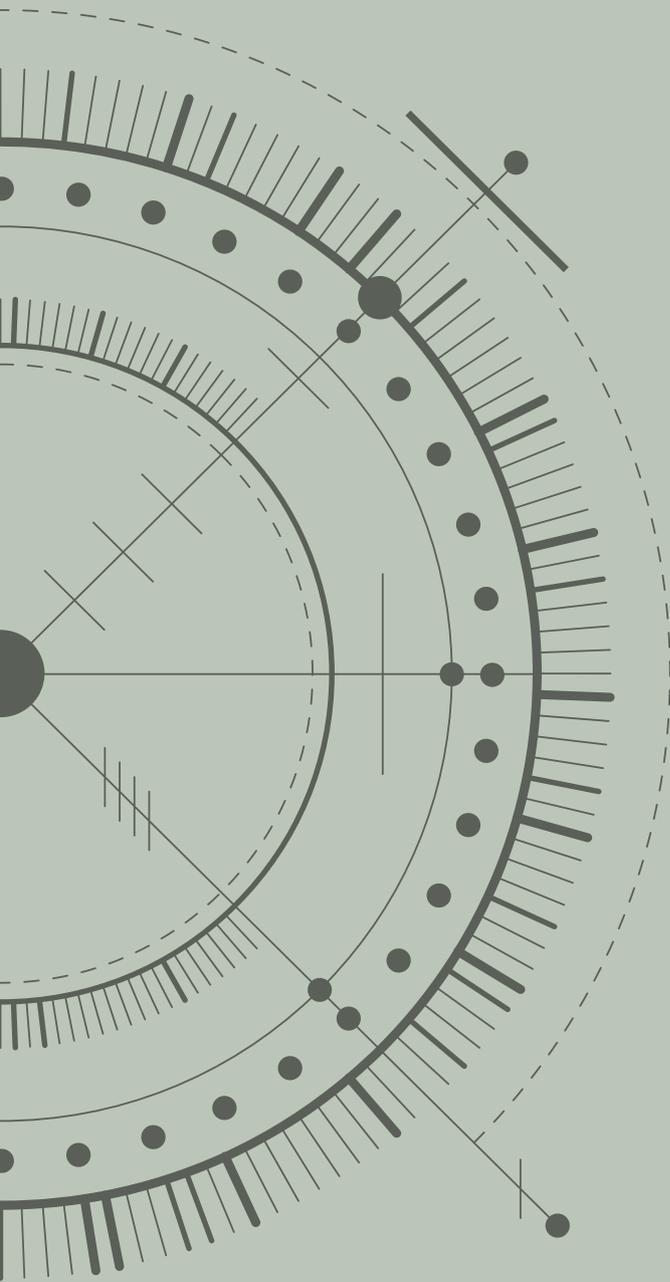
### Rewarding Employees

In 2018, Private Bank Luxembourg continued its programme of rewarding its long-serving employees, namely those who have completed 10 or 20 years of service with the Bank.

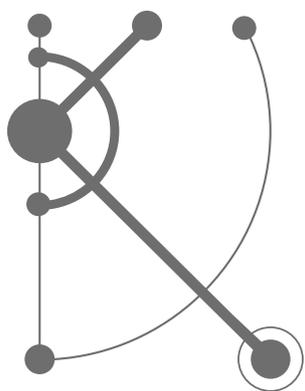








# ANNEXES

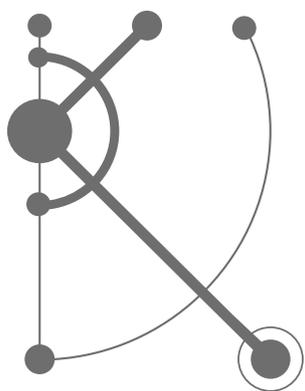


## GRI Standards Content Index

### GRI 102-55

GRI Standard	Disclosure	Report Section/Reference	Page	External Assurance
GRI 101: Foundation 2016				
GRI 102: General Disclosures 2016 (Core Option)				
GRI 102: General Disclosures, Organizational Profile	102-1 Name of the organization	Eurobank Ergasias S.A.		✓
	102-2 Activities, brands, products and services	Eurobank Profile	14	✓
	102-3 Location of headquarters	8, Othonos Street, 105 57, Athens		✓
	102-4 Location of operations	Eurobank Profile	14	✓
	102-5 Ownership and legal form	Société Anonyme (S.A.) <a href="https://www.eurobank.gr/-/media/eurobank/omilos/poioi-eimaste/etairiki-diakubernisi/katastatiko/katastatiko-en.pdf?la=en">https://www.eurobank.gr/-/media/eurobank/omilos/poioi-eimaste/etairiki-diakubernisi/katastatiko/katastatiko-en.pdf?la=en</a>		✓
	102-6 Markets served	Eurobank Profile	14	✓
	102-7 Scale of the organization	Eurobank Profile	14-15	✓
	102-8 Information on employees and other workers	Putting our People first - Human Resources Deployment Intra-Group Communication (Dialogue & Labour Rights)  Bank's operations are performed only by employees of the Bank and there are no variations to the number of employees due to seasonality in the year 2018.	101-103 115	✓
	102-9 Supply chain	Customer & Supplier Relations - Supplier Relations	57-59	✓
	102-10 Significant changes to the organization and its supply chain	Customer & Supplier Relations - Supplier Relations	57-59	✓
	102-11 Precautionary approach	Corporate Responsibility - Corporate Responsibility Strategy	26	✓
	102-12 External initiatives	Corporate Responsibility - Memberships in Associations and Organisations	43-45	✓
	102-13 Membership of associations	Corporate Responsibility - Memberships in Associations and Organisations	43-45	✓
GRI 102: General Disclosures, Strategy	102-14 Statement from senior decision-maker	Letter to Stakeholders	8-11	✓
GRI 102: General Disclosures, Ethics & Integrity	102-16 Values, principles, standards, and norms of behaviour	Eurobank Profile	14	✓
		Corporate Responsibility - Corporate Responsibility Principles	27	
GRI 102: General Disclosures, Governance	102-18 Governance structure	Eurobank Profile - Corporate Governance	17-19	✓

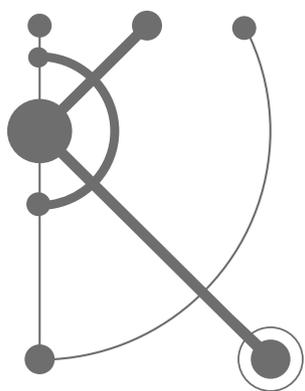
GRI Standard	Disclosure	Report Section/Reference	Page	External Assurance
GRI 102: General Disclosures, Stakeholder engagement	102-40 List of stakeholder groups	Corporate Responsibility - Stakeholder Dialogue	28-29	✓
	102-41 Collective bargaining agreements	Putting our People first - Human Resources Deployment Intra-Group Communication (Dialogue & Labour Rights)	115	✓
	102-42 Identifying and selecting stakeholders	Corporate Responsibility - Stakeholder Dialogue	28-29	✓
	102-43 Approach to stakeholder engagement	Corporate Responsibility - Stakeholder Dialogue	28-29	✓
	102-44 Key topics and concerns raised	Corporate Responsibility - Stakeholder Dialogue - Materiality Analysis - Corporate Responsibility Goals	28-29 30-37 38-42	✓
GRI 102: General Disclosures, Reporting Practice	102-45 Entities included in the consolidated financial statements	<a href="https://www.eurobank.gr/-/media/eurobank/omilos/enimerosi-ependuton/enimerosi-metoxon-eurobank/etairikes-parousiaseis/4q2018-results-presentation.pdf">https://www.eurobank.gr/-/media/eurobank/omilos/enimerosi-ependuton/enimerosi-metoxon-eurobank/etairikes-parousiaseis/4q2018-results-presentation.pdf</a>		✓
	102-46 Defining report content and topic boundaries	Methodology Corporate Responsibility - Materiality Analysis	22-23 30-37	✓
	102-47 List of material topics	Corporate Responsibility - Materiality Analysis	30-37	✓
	102-48 Restatements of information	There are no restatements of information given in previous reports.		✓
	102-49 Changes in reporting	Methodology Corporate Responsibility - Materiality Analysis	22-23 30-37	✓
	102-50 Reporting period	01/01/2018 - 31/12/2018		✓
	102-51 Date of most recent report	Corporate Responsibility Report 2018 (09/07/2018)		✓
	102-52 Reporting cycle	Annual		✓
	102-53 Contact point for questions regarding the report	Methodology	22-23	✓
	102-54 Claims of reporting in accordance with the GRI Standards	Methodology	22-23	✓
	102-55 GRI Content Index	Annexes - GRI Standards Content Index	140-146	✓
	102-56 External assurance	Annexes - GRI Standards Content Index	140-146	✓
		Methodology Annexes - Independent Auditor's Limited Assurance Report	22-23 153	✓
	The "limited assurance report" assignment project was coordinated by the Corporate Communications Division of the Bank, responsible for the Corporate Responsibility Report Edition, in collaboration with the Procurement Sector and in accordance with the Procurement Policy of the Bank.		✓	



## GRI Standards Content Index

GRI Standard	Disclosure	Report Section/Reference	Page	External Assurance
GRI 101: Foundation 2016				
GRI 200, 400: Topic Specific Standards 2016				
GRI FS: Financial Services Sector Supplement				
GRI 102: General Disclosures 2016				
Material topics				
Responsible provision of information & customer service				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	
	103-2 The management approach and its components	Letter to Stakeholders Customer & Supplier Relations	8-11 50-59	
	103-3 Evaluation of the management approach	Customer & Supplier Relations	50-59	
GRI 417: Marketing & labeling	417-1 Requirements for product and service information and labelling	Customer & Supplier Relations - Responsible Customer Information	52-53	
	417-2 Incidents of non-compliance concerning product and service information and labeling	Customer & Supplier Relations - Responsible Customer Information	52-53	
	417-3 Incidents of non-compliance concerning marketing communications	Customer & Supplier Relations - Responsible Customer Information	52-53	
Supporting & financing the Greek Economy				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	✓
	103-2 The management approach and its components	Letter to Stakeholders Customer & Supplier Relations - Supplier Relations Putting the Economy First Putting Society First Putting the Environment First	8-11 57-59 62-81 84-95 121-129	✓
	103-3 Evaluation of the management approach	Letter to Stakeholders Customer & Supplier Relations - Supplier Relations Putting the Economy First Putting Society First Putting the Environment First	8-11 57-59 62-81 84-95 118-127	✓
GRI 203: Indirect economic impacts	203-2 Significant indirect economic impacts	Putting the Economy first	62-81	✓
GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	Customer & Supplier Relations - Supplier Relations	57-59	✓
GRI Financial Services Sector Supplement: Product Responsibility. Product Portfolio	FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	Putting Society First - Social Solidarity	87-88	
GRI Financial Services Sector Supplement: Product Responsibility. Product Portfolio	FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	Putting The Environment First - "Green" Products & Services	126-127	

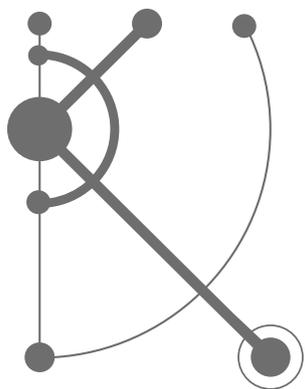
GRI Standard	Disclosure	Report Section/Reference	Page	External Assurance
<b>Financial growth-performance</b>				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	✓
	103-2 The management approach and its components	Letter to Stakeholders Eurobank Profile Consolidated Financial Statements 2018 Financial Reports 2018	8-11 14-15	✓
	103-3 Evaluation of the management approach	Eurobank Profile Consolidated Financial Statements 2018 Financial Reports 2018	14-15	✓
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	Eurobank Profile	14-15	✓
<b>Stakeholders personal data protection</b>				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	
	103-2 The management approach and its components	Letter to Stakeholders Customer & Supplier Relations - Supplier Relations	8-11 57-59	
	103-3 Evaluation of the management approach	Customer & Supplier Relations - Supplier Relations Putting the Economy First Putting Society First Putting the Environment First	8-11 57-59 62-81 84-95	
<b>Supporting Start Up entrepreneurship &amp; innovation</b>				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	
	103-2 The management approach and its components	Letter to Stakeholders Putting the Economy First	8-11 62-81	
	103-3 Evaluation of the management approach	Putting the Economy first	62-81	
GRI 203: Indirect economic impacts	203-1 Infrastructure investments and services supported	Putting the Economy First - Entrepreneurship - Innovation & Start Up Entrepreneurship	67-72 73-81	
	203-2 Significant indirect economic impacts	Putting the Economy First	62-81	
<b>Human resources education &amp; learning</b>				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	✓
	103-2 The management approach and its components	Letter to Stakeholders Putting our People First	8-11 98-117	✓
	103-3 Evaluation of the management approach	Putting our People First	98-115	✓



## GRI Standards Content Index

GRI Standard	Disclosure	Report Section/Reference	Page	External Assurance
GRI 404: Training & Education	404 -1 Average hours of training per year per employee	Putting our People First - Human Resources Education & Learning	110-113	✓
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Putting our People First - Professional Development & Training - Human Resources Education & Learning	108-109 110-113	
	404-3 Percentage of employees receiving regular performance and career development reviews	Putting our People First - Professional Development & Training (Performance evaluation)	108-109	✓
<b>Attracting talented individuals with deep knowledge</b>				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	✓
	103-2 The management approach and its components	Letter to Stakeholders Putting our People First	8-11 98-115	✓
	103-3 Evaluation of the management approach	Putting our People First	98-115	✓
GRI 401: Employment	401-1 New employee hires and employee turnover	Putting our People First - Human Resources Deployment	104-107	✓
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Putting our People First  All benefits mentioned are offered to full-time and temporary employees	98-115	
GRI 404: Training & Education	404 -1 Average hours of training per year per employee	Putting our People First - Human Resources Education & Learning	110-113	✓
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Putting our People First - Professional Development & Training - Human Resources Education & Learning	108-109 110-113	
	404-3 Percentage of employees receiving regular performance and career development reviews	Putting our People First - Professional Development & Training (Performance evaluation)	108-109	✓
<b>Deployment of Human resources</b>				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	✓
	103-2 The management approach and its components	Letter to Stakeholders Putting our People First	8-11 98-115	✓
	103-3 Evaluation of the management approach	Putting our People First	98-115	✓
GRI 401: Employment	401-1 New employee hires and employee turnover	Putting our People First - Human Resources Deployment	104-107	✓
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Putting our People First  All benefits mentioned are offered to full-time and temporary employees.	98-115	

GRI Standard	Disclosure	Report Section/Reference	Page	External Assurance
GRI 404: Training & Education	404 -1 Average hours of training per year per employee	Putting our People First - Human Resources Education & Learning	110-113	✓
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Putting our People First - Professional Development & Training - Human Resources Education & Learning	108-109 110-113	
	404-3 Percentage of employees receiving regular performance and career development reviews	Putting our People First - Professional Development & Training (Performance evaluation)	108-109	✓
<b>Education &amp; Excellence</b>				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	
	103-2 The management approach and its components	Letter to Stakeholders Putting the Economy First Putting Society First	8-11 62-81 84-95	
	103-3 Evaluation of the management approach	Putting the Economy First Putting Society First	62-81 84-95	
GRI 203: Indirect economic impacts	203-2 Significant indirect economic impacts	Putting the Economy First - Entrepreneurship - Innovation & Start Up Entrepreneurship Putting Society First - Education & Excellence	67-72 73-81 86	
<b>Corporate Governance</b>				
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility - Corporate Responsibility Principles - Materiality Analysis	27 30-37	
	103-2 The management approach and its components	Letter to Stakeholders Eurobank Profile - Corporate Governance Corporate Responsibility - Materiality Analysis Annual Report 2018	14-15 8-11 30-37	
	103-3 Evaluation of the management approach	Eurobank Profile - Corporate Governance Corporate Responsibility - Stakeholder Dialogue Annual Report 2018	8-11 30-37	
GRI 102: General Standard Disclosures. Governance	102-18 Governance structure	Eurobank Profile - Corporate Governance	17-19	✓
	102-19 Delegating authority	Eurobank Profile - Corporate Governance	17-19	
	102-20 Executive-level responsibility for economic, environmental, and social topics	Eurobank Profile - Corporate Governance	17-19	
	102-21 Consulting stakeholders on economic, environmental, and social topics	Eurobank Profile - Stakeholder Dialogue - Materiality Analysis	28-29 30-37	
	102-23 Chair of the highest governance body	Annual Report 2018 Georgios P. Zaniias Chairman of the Board of Directors. Non-Executive Director		
	102-33 Communicating critical concerns	Annual Report 2018 Corporate Responsibility Report 2018		



## GRI Standards Content Index

GRI Standard	Disclosure	Report Section/Reference	Page	External Assurance
Putting the Environment First				
<b>Materials</b>				
GRI 301: Materials	301-1 Materials used by weight or volume	Putting the Environment First - Environmental Performance	122-125	✓
<b>Energy</b>				
GRI 302: Energy	302-1 Energy consumption within the organization	Putting the Environment First - Environmental Performance	121-122	✓

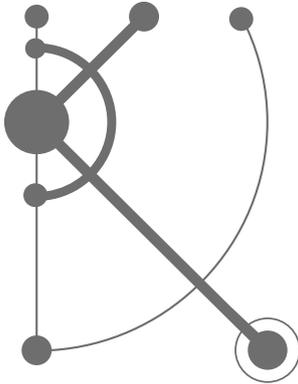
## ISO 26000:2010 Table

ISO 26000:2010 Clauses	Description	Reference to the GRI Content Index or other sources
4	Principles of social responsibility	
4.2	Accountability	The implementation of the GRI Standards provides the company with a tool for the accountability and transparency of its environmental, social and economic impacts
4.3	Transparency	
4.4	Ethical behaviour	GRI 102 General Disclosures: 3. Ethics and integrity
4.5	Respect for stakeholder interests	Stakeholder inclusiveness principle
4.7	Respect for International norms of behaviour	GRI 102 General Disclosures: 2. Strategy
4.8	Respect for human rights	Corporate Responsibility - Memberships in Associations & Organisations (UN Global Compact) Putting Our People First
5	Recognising social responsibility & engaging stakeholders	
5.2	Recognising Social Responsibility	GRI 102 General Disclosures: 6. Reporting method
5.3	Stakeholder identification and engagement	GRI 102 General Disclosures: 5. Stakeholder engagement
6	Guidance on social responsibility core subjects	
6.2	Organisational governance	GRI 102 General Disclosures: 2. Strategy 4 Governance
6.39	Economic, social and cultural rights	203-1 Infrastructure investments and services supported GRI 203-2 Significant indirect economic impacts
6.3.10	Fundamental principles and rights at work	GRI 102 General Disclosures: Organisational profile
6.4.1-6.4.2	Labour practices	
6.4.3	Employment and employment relations	GRI 102 General Disclosures: Organisational profile GRI 401-1 New employee hires and employee turnover
6.4.4	Condition of work and social protection	GRI 102 General Disclosures: Organisational profile GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees
6.4.5	Social dialogue	GRI 102 General Disclosures: Organisational profile
6.4.6	Health and safety at work	Well-Being & Work/Life Balance
6.4.7	Human development and training in the workplace	GRI 404 -1 Average hours of training per year per employee GRI 404-2 Programmes for upgrading employee skills and transition assistance programmes GRI 404-3 Percentage of employees receiving regular performance and career development reviews
6.5.3	Prevention of pollution	Putting the Environment First - Environmental Performance - Saving Natural Resources - Reducing, Recycling & Properly Managing Solid Waste
6.5.4	Sustainable resource use	Putting the Environment First - Environmental Performance - Saving Natural Resources
6.5.5	Climate change mitigation and adaption	Putting the Environment First - Environmental Performance - Saving Natural Resources



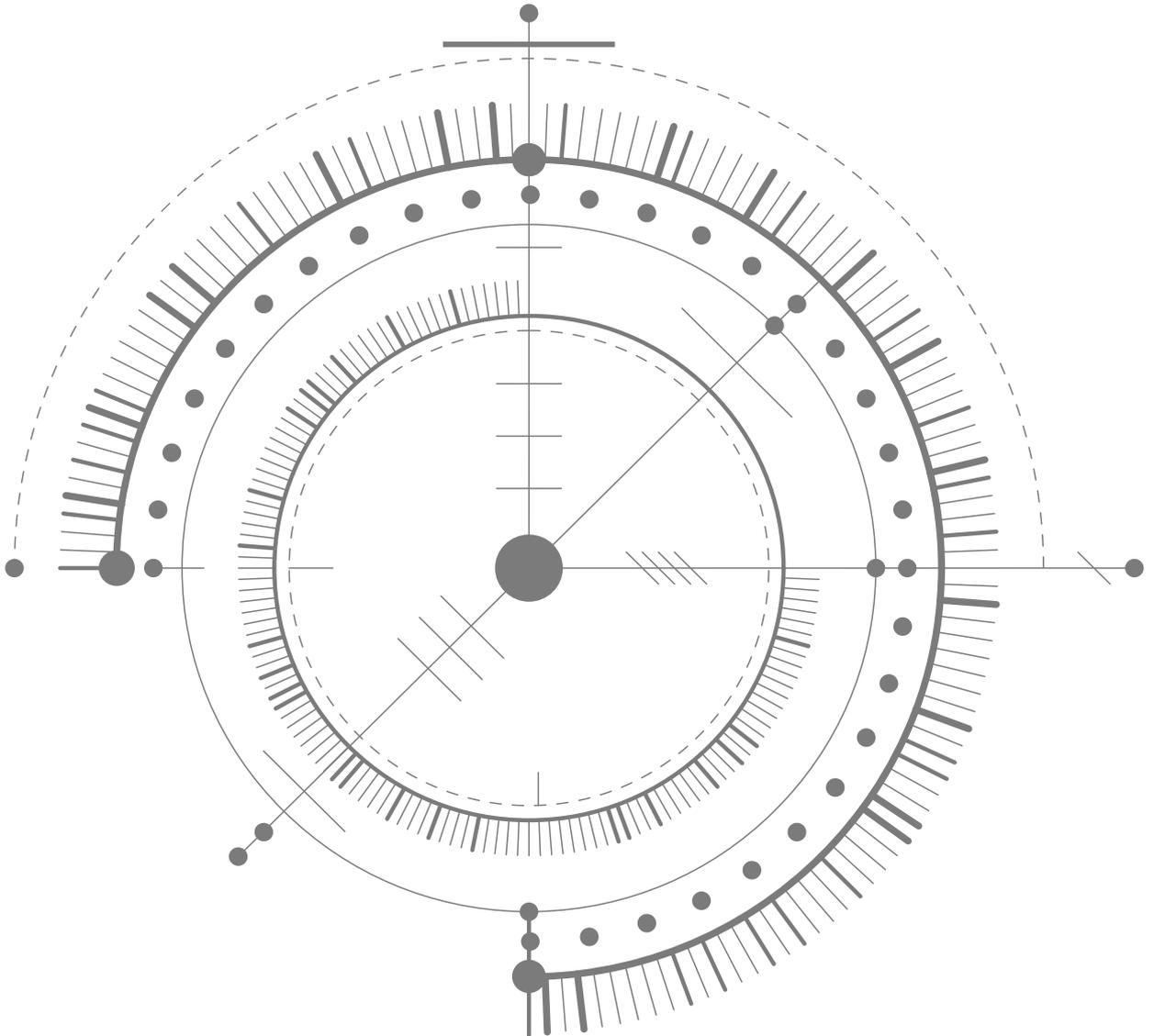
ISO 26000:2010 Clauses	Description	Reference to the GRI Content Index or other sources
6.61-6.6.2	Overview of fair operating practices –Principles and considerations	Corporate Responsibility - Corporate Responsibility Strategy - Corporate Responsibility Principles
6.6.3	Anti-corruption	GRI 102 General Disclosures: 3. Ethics and integrity
6.6.6	Promoting social responsibility in the value chain	GRI 203-2 Significant indirect economic impacts
6.6.7	Respect for property rights	
6.71-6.7.2	Consumer issues	GRI 417-1 Requirements for product and service information and labelling GRI 102-43 Approach to stakeholder engagement GRI 102-44 Key topics and concerns raised
6.7.3	Fair marketing, factual and unbiased information and fair contractual practices	GRI 417-1 Requirements for product and service information and labelling
6.7.4	Protecting consumers' health and safety	GRI 417-1 Requirements for product and service information and labelling
6.7.5	Sustainable consumption	
6.7.6	Consumer service, support and complaint and dispute resolution	GRI 102-43 Approach to stakeholder engagement GRI 102-44 Key topics and concerns raised
6.7.7	Consumer data protection and privacy	Customer & Supplier Relations - Responsible Customer Information - Personal Data Protection
6.7.8	Access to essential services	GRI 203-2 Significant indirect economic impacts
6.7.9	Education and awareness	GRI 417-1 Requirements for product and service information and labelling
6.81-6.8.2	Community involvement and development	GRI 201-1 Direct economic value generated and distributed GRI 203-1 Infrastructure investments and services supported GRI 203-2 Significant indirect economic impacts
6.8.3	Community contributions	
6.8.4	Education and culture	Putting Society First
6.8.5	Employment creation and skills development	GRI 102 General Disclosures: Organisational profile GRI 203-2 Significant indirect economic impacts
6.8.6	Technology development access	Putting Economy First - Entrepreneurship Putting Our People First - Human Resources Education & Training
6.8.7	Wealth and income creation	GRI 201-1 Direct economic value generated and distributed GRI 203-1 Infrastructure investments and services supported GRI 203-2 Significant indirect economic impacts
6.8.9	Social investment	

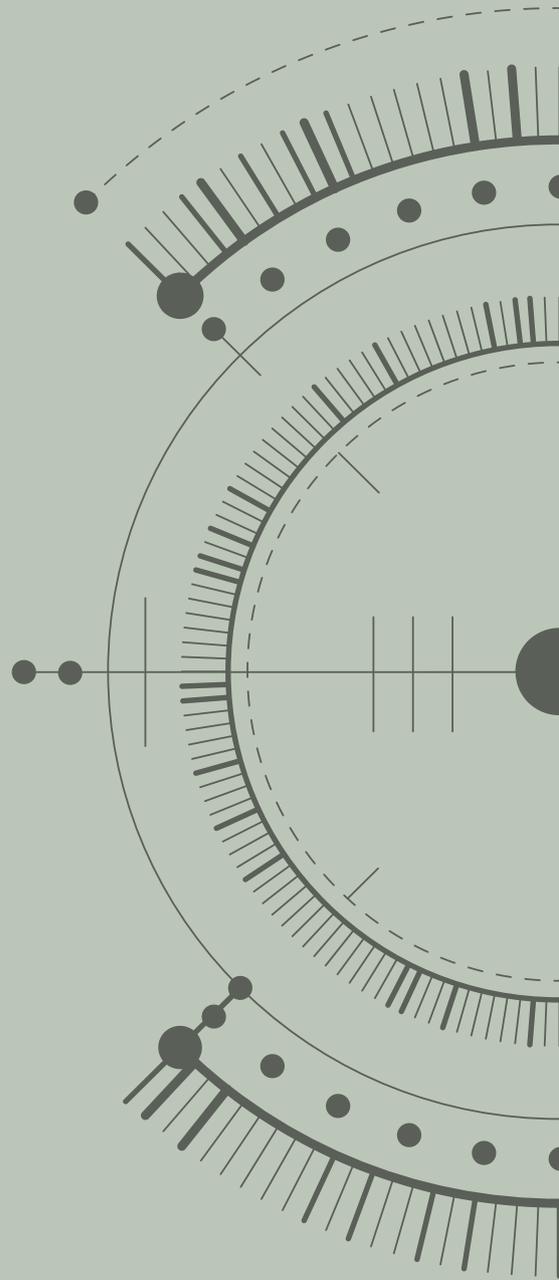
ISO 26000:2010 Clauses	Description	Reference to the GRI Content Index or other sources
7	Guidance on integrating social responsibility throughout an organisation	
7.2	The relationship of an organisation's characteristics to Social Responsibility	GRI 102 General Disclosures
7.3.1	Due diligence	GRI 103 Management approach
7.3.2	Determining relevance and significance of core subjects and issues to an organisation	GRI 102 General Disclosures: 6. Reporting method
7.3.3	An organisation's sphere of influence	GRI 102 General Disclosures: 6. Reporting method
7.3.4	Establishing priorities for addressing issues	GRI 102 General Disclosures: 6. Reporting method
7.4.1	Raising awareness and building competency for social responsibility	Corporate Responsibility Report 2018
7.4.2	Setting the direction of an organisation for social responsibility	GRI 102 General Disclosures: 2. Strategy
7.4.3	Building social responsibility into an organisation's governance, systems and procedures	GRI 102 General Disclosures: 4. Governance GRI 103 Management approach
7.5.3	Types of communication on social responsibility	GRI 103 Management approach
7.6.2	Enhancing the credibility of reports and claims about social responsibility	GRI 102 General Disclosures: Organisational profile
7.7.2	Monitoring activities for social responsibility	Corporate Responsibility -Corporate Responsibility Goals
7.7.3	Reviewing an organisation's progress and performance on social responsibility	GRI 103 Management approach
7.7.4	Enhancing the reliability of data and information collection and management	GRI 102 General Disclosures: 6. Reporting method
7.7.5	Improving performance	GRI 102 General Disclosures: 4 Governance GRI 103 Management Approach
7.8	Voluntary initiatives for social responsibility	GRI 102 General Disclosures: Organisational profile

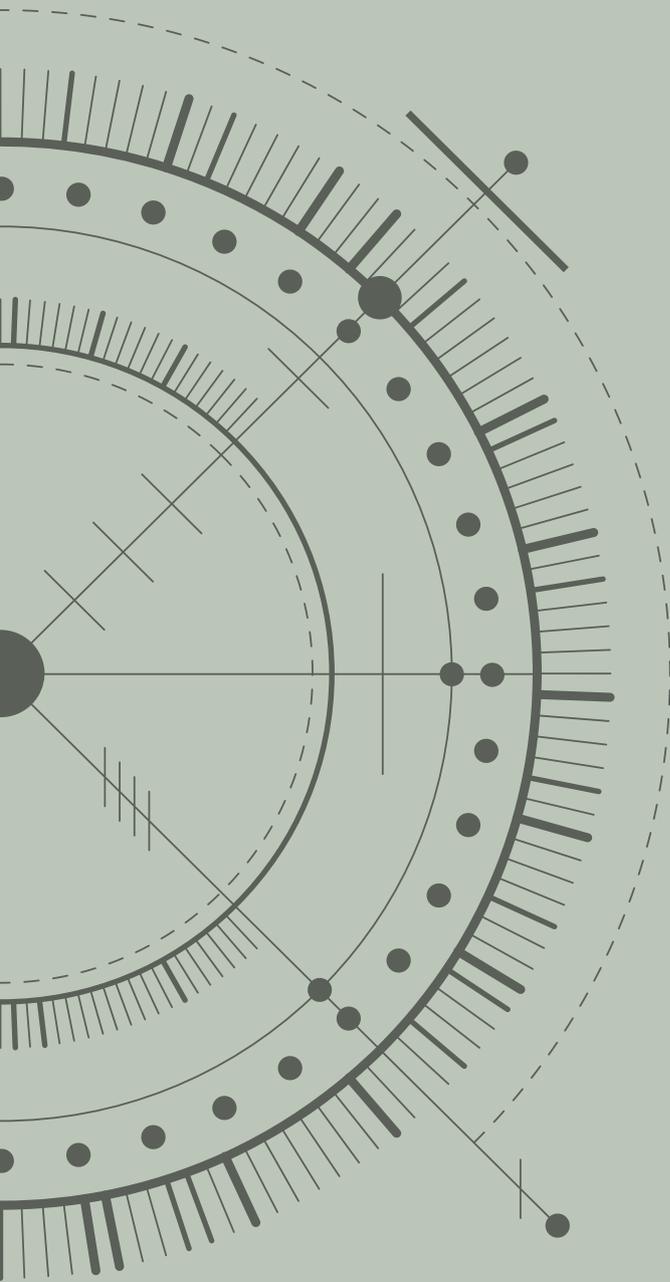


## AA1000 Accountability Principles (2008)

AA1000 Principles	Reference to the Corporate Responsibility Report
The Foundation Principle of Inclusivity	Corporate Responsibility - Stakeholder Dialogue - Materiality Analysis
The Principle of Materiality	Corporate Responsibility - Materiality Analysis
The Principle of Responsiveness	Letter to Stakeholders Corporate Responsibility - Stakeholder Dialogue - Corporate Responsibility Goals Customer & Supplier Relations Putting the Economy First Putting Society First Putting Our People First Putting the Environment First







INDEPENDENT  
AUDITOR'S  
LIMITED ASSURANCE  
REPORT



## INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT

To  
**Eurobank Ergasias S.A. Bank**  
Othonos 8, Athens 105 57

This report contains the results of the work performed, as described in our agreed terms of engagement, regarding the limited assurance of the content of the 2018 Corporate Responsibility Report ("Report") which was prepared by Eurobank Ergasias S.A. (hereinafter "Bank"), for the year ended December 31, 2018.

The assurance work performed was conducted under the International Standard on Assurance Engagements ISAE 3000 "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information".

### **Management Responsibilities**

The Management of the Bank is responsible for the completeness and accuracy of information included in the 2018 Corporate Responsibility Report, in accordance with AA1000 Assurance Standard 2008 ('AA1000 Assurance Standard') and the sustainability reporting standards, Global Reporting Initiative (GRI) Standards.

### **Our Responsibility**

Our responsibility is to conduct our work, as this is described in the section "Scope of work", report our findings and express a limited assurance conclusion. The work performed and the potential findings relate to specific performance indicators, included in the annual Corporate Responsibility Report (as these are described in the section "Scope of work") as well as the provision of limited, Type 2 assurance that the report has been prepared in accordance with AA1000- Assurance Standard 2008 and all General Disclosures prescribed by the Global Reporting Initiative (GRI) Standards (in accordance with "Core" option). The work performed relates to the Corporate Responsibility Report, prepared for the financial year 2018.

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### **Scope of work**

The Bank engaged us in order to provide limited assurance regarding the following:

- The Corporate Responsibility Report has been prepared in accordance with all General Disclosures prescribed by the Global Reporting Initiative (GRI) Standards (in accordance with “Core” option).
- The Corporate Responsibility Report has been prepared in accordance with AA1000-Assurance Standard 2008 (“AA1000AS”), regarding the principles of inclusivity (identification and communication with stakeholders), materiality (evaluation of material issues) and responsiveness to stakeholders.
- Nothing has come to our attention that causes us to believe that the following indicators, as these are prepared in accordance with Disclosures on Management Approach (GRI 103) and included in the Corporate Responsibility Report are misstated, in all material aspects:
  1. Direct economic value generated and distributed.
  2. Proportion of spending on local suppliers.
  3. Energy consumption within the organization.
  4. Materials used by weight or volume.
  5. Total number and rates of new employee hires and employee turnover by age group, gender and location.
  6. Average hours of training per year per employee by gender, and by employee category.
  7. Percentage of employees receiving regular performance and career development reviews by gender, and by employee category.

In order to form our conclusions, we performed the following:

- i. Interviewed and met with Departmental Managers and information owners in order to understand key governance structures, systems, processes, controls and their level of understanding of the information included in the 2018 Corporate Responsibility Report.
- ii. Identified existing internal processes related to application of financial, environmental and social policies.
- iii. Applied audit procedures, on a sample basis, in order to collect and review audit evidence.



### **Inherent Limitations**

The work performed does not provide absolute assurance that all material weaknesses related to the accuracy and completeness of data and relevant disclosures, as these are included in the Corporate Responsibility Report, will be identified. A material weakness exists when the design of the internal controls is not adequate and thus, does not mitigate the risk of material deficiencies occurring without being detected in a timely manner. All issues brought to our attention during the audit work performed were accordingly communicated to Bank's Management. Relevant points resulting from our work were discussed with Management and subsequently their written responses were obtained.

### **Our Independence**

During our work we remained independent of the Bank, in accordance with the International Ethics Standards Board for Accountants (IESBA Code) that has been transposed into Greek Law, as well as the ethical requirements of L. 4449/2017 and EU Regulation 537/2014, and more specifically we complied with the provisions of article 5 of the Regulation regarding non audit services.

### **Limited Assurance Conclusion**

Based on the procedures we performed, nothing has come to our attention that causes us to believe that the indicators included in the Corporate Responsibility Report, as these are indicated in the section "Scope of work" are materially misstated.

Moreover, nothing has come to our attention that causes us to believe that the Corporate Responsibility Report, is not prepared, in all material aspects, in accordance with AA1000- Assurance Standard 2008 and all General Disclosures prescribed by the Global Reporting Initiative (GRI) Standards (in accordance with "Core" option).

For more details regarding our observations related to AA1000APS standard, also refer to Appendix.



**Restrictions in Use**

This Limited Assurance report, prepared as part of our work performed, is intended for the use of the Management of the Bank and covers only the indicated reporting period as well as the abovementioned scope of work.

A handwritten signature in blue ink, consisting of several overlapping loops and lines, positioned above the printed name and title.

Athens, 30/6/2019

Andreas Riris

Partner / Director

PricewaterhouseCoopers SA,

268 Kifissias Avenue, 15232 Halandri, Greece



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## APPENDIX

In order for the Bank to improve management and reporting process on sustainability issues in the future, in accordance with AA1000APS, we recommend the following:

### **Inclusivity:**

The Bank engages with its internal and external stakeholder groups through formalised processes and dedicated communication channels, seeking to gather information on the issues that are material for each group. For the purposes of this year's report the Bank conducted a survey in order to identify the most material issues for each stakeholder group.

We recommend the Bank to continue and extend the participation of stakeholders in the above process in order to enhance the validity of the prioritised material issues.

### **Materiality:**

The Bank has established a robust procedure for assessing the issues material to the organisation and its stakeholders. The issues assessed are informed from company strategy, industry practices and sustainability trends and are evaluated based on their significance to the Bank and the concerns and expectations of its stakeholders.

### **Responsiveness:**

Based on the outcomes of the materiality analysis, the Bank has developed an action plan for responding to each material issue and reports the actions, targets and progress made each year through the annual Corporate Responsibility report.

We recommend the Bank to establish a structured and mechanisms in order to monitor and communicate the status of the action plan developed in response to its material issues.



# Sustainability Development Goals

**1** NO  
POVERTY



**3** GOOD HEALTH  
AND WELL-BEING



**5** GENDER  
EQUALITY



**7** AFFORDABLE AND  
CLEAN ENERGY



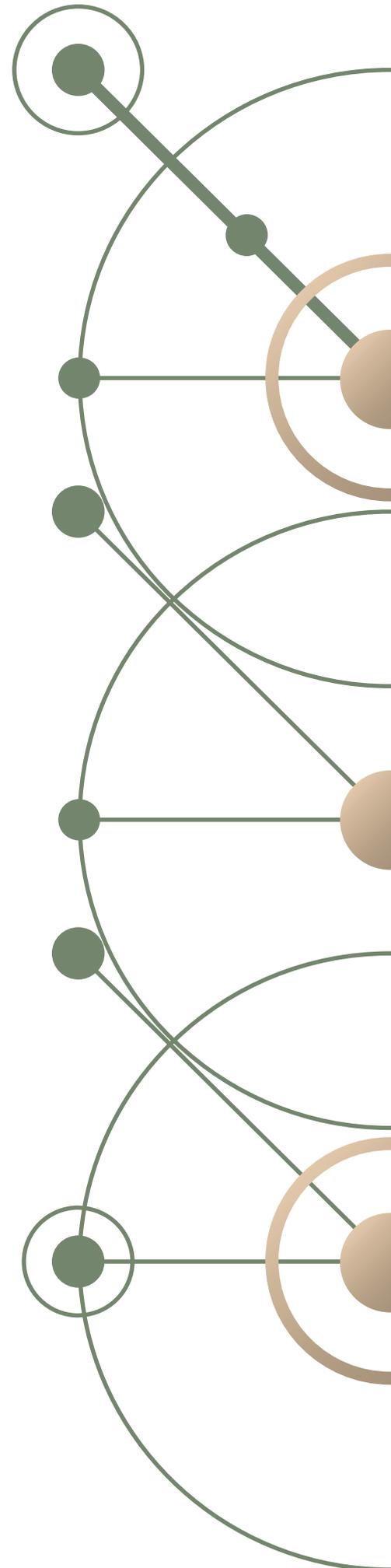
**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**11** SUSTAINABLE CITIES  
AND COMMUNITIES



**13** CLIMATE  
ACTION



**2** ZERO HUNGER



**4** QUALITY EDUCATION



**6** CLEAN WATER AND SANITATION



**8** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



**17** PARTNERSHIPS FOR THE GOALS



