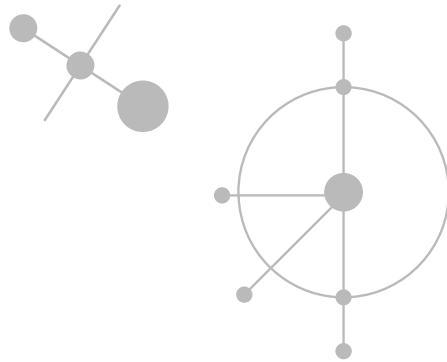
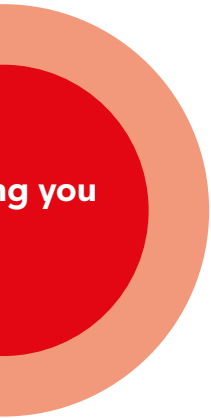
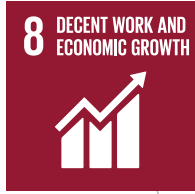
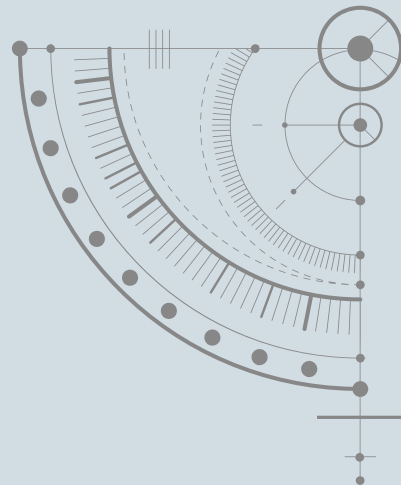


# Sustainability Development Goals







## Empathy. Drive. Cooperation. Innovation. Trust.

Values that are strongly aligned with our core identity. Not only do they shape the way we think, they frame our operating model which ensures our effectiveness.

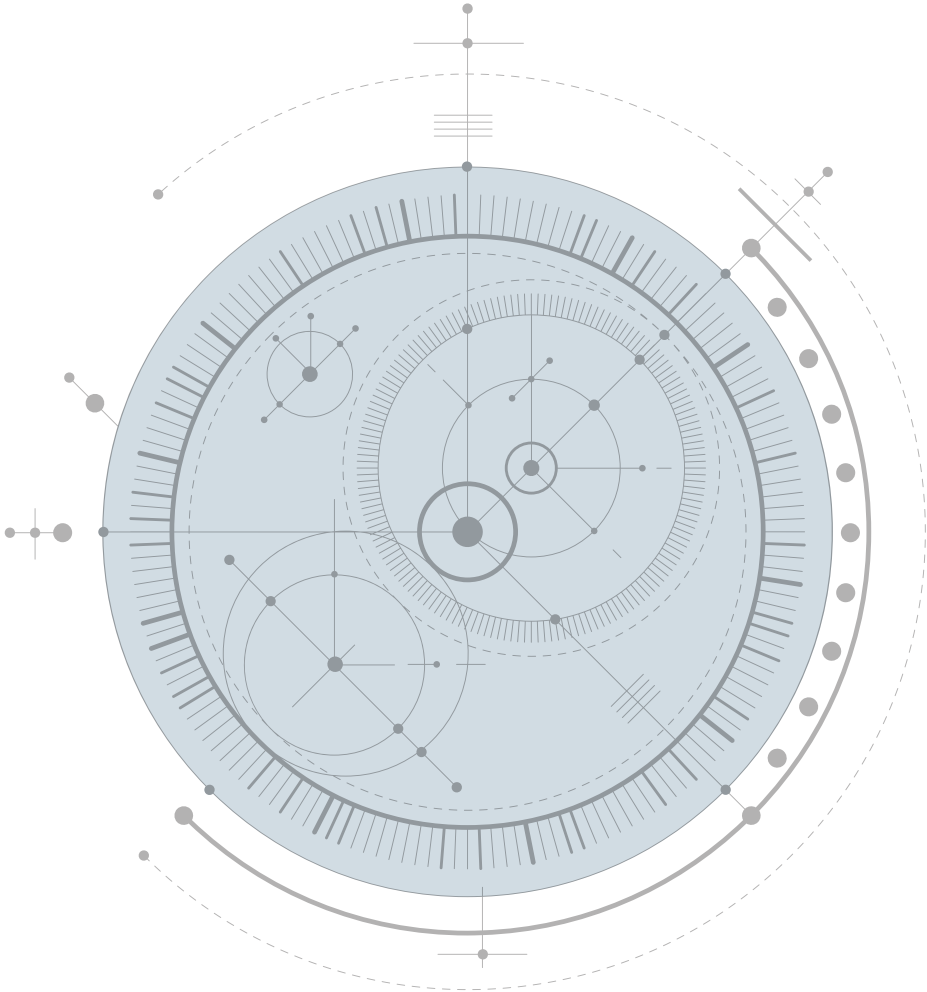
Our operating model has been created to serve our customers' needs to the best of our ability, and in the process, forges relationships of trust.

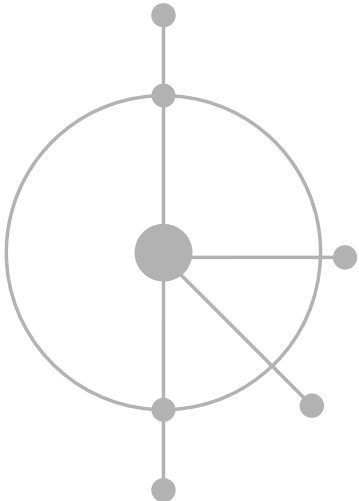
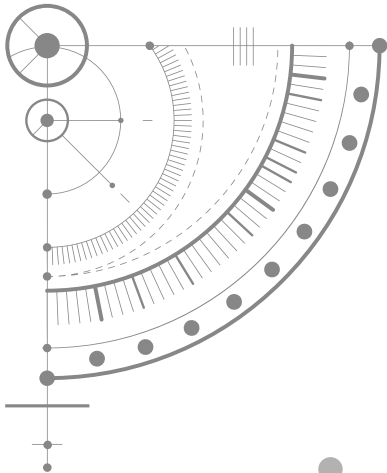
Furthermore, our operating model sets in motion the plans, ideas and the ambitions of those who place their trust in us, which in turn, contributes momentum to the Greek economy.

For us, at Eurobank, people are always our primary focus and that's why we put people first, every single day.









# CONTENTS

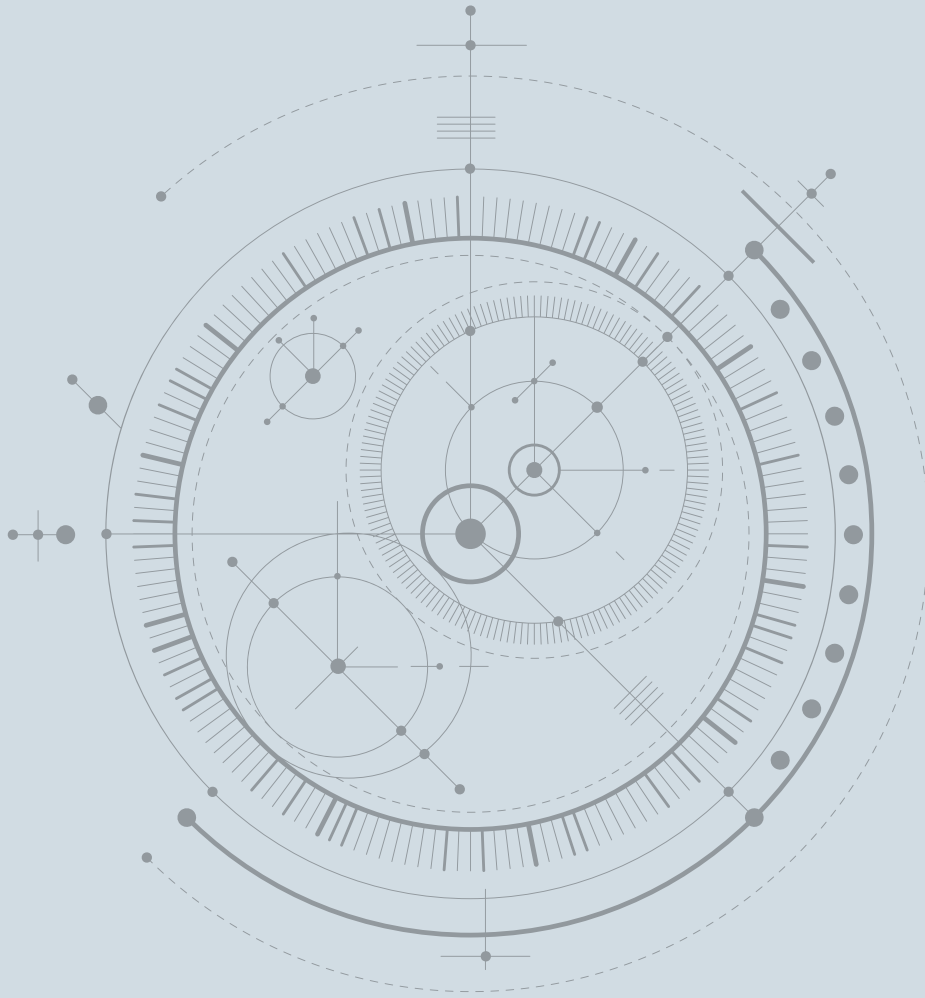


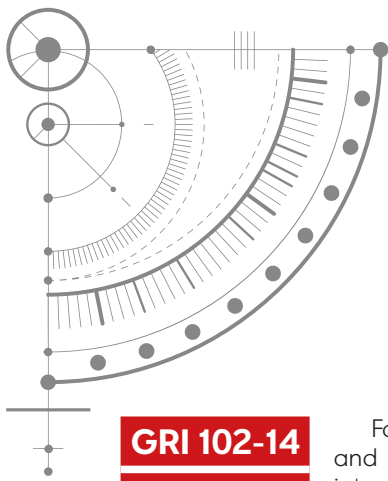






# LETTER TO STAKEHOLDERS





**GRI 102-14**

**GRI 103-2**

For Eurobank, 2017 was a very positive year both in terms of financial performance and in terms of delivering on our commitment to business practices tailored to the highest international standards of sustainability and corporate social responsibility.

The Bank remained on a path of profitability, improved its organic results, strengthened its capital base and reduced its stock of non-performing exposures (NPEs), exceeding the target that had been set for the year. Net profitability reached €186 million. Most importantly, however, this result has been achieved in line with, and building on, the principles that we have established regarding Eurobank's role, presence and contribution in all the countries where we operate, in all the local communities and the societies that we serve. Operating since its very inception with a view to creating sustainable value for all its stakeholders, Eurobank is actively contributing to improving the economy and society within which it operates, supports entrepreneurship and outward-looking activities, rewards innovation and excellence, and promotes sport, culture and social solidarity. It designs and places on the market products and services in line with the principles of sustainable development, and actively supports the financing of investments that have a positive impact on the environment.

Supporting youth entrepreneurship has been a long-standing strategic choice of the Bank. The innovative egg – enter•grow•go initiative, first launched in 2013, continues to this day, offering teams of young people who wish to turn their innovative business ideas into reality all the requisite tools to do so. From 2013 to this day, egg – enter•grow•go has helped 335 young entrepreneurs establish 132 business teams, of which 86 have become enterprises with a total of 211 employees; of these 86 enterprises, 22 have been financed by Eurobank with favourable terms and 17 companies have patented their business ideas.

Beginning with egg – enter•grow•go, Eurobank's initiatives in support of entrepreneurship in all its phases, stages and forms, make up a coherent framework underpinning its perception of corporate social responsibility and matching it creatively to its core business activity. This framework encompasses initiatives such as organising the Growth Awards in partnership with Grant Thornton, as well as aspects of the Go international business networking events, with the Go in Crete event held this year on the island of Crete (details on both these initiatives are available in the Annual Report).

In partnership with the non-profit organisation Action Finance Initiative (AFI), we are also active in microfinancing. By strengthening self-employment and fostering trust and solidarity, this partnership aims to help very small enterprises, the unemployed and socially vulnerable groups who cannot easily access bank lending, create their own enterprises, thus creating new jobs. These programmes comprise the pre-selection, training and mentoring of micro-entrepreneurs, so that they can then be assessed in terms of creditworthiness and funded.

The significance of supporting education represents a priority that has always been central to Eurobank's social contribution activities. Since 2003, the Bank has been implementing The Great Moment for Education initiative, addressed to high-school graduates from schools all over the country. Over the last 15 years that the initiative has been running, 16,835 high-school students have been presented with awards for achieving top marks in the university entry exams. 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 the competent and worthy ones, who represent the future prospects of the country.

In addition to recognising and rewarding excellence, the Bank also focuses on helping meet basic social needs in schools. In 2017, for yet another year, it continued to support the Apostoli (Mission) Charity of the Holy Archdiocese of Athens. The initiative is carried out in cooperation with the Greek Ministry of Education, Research and Religious Affairs, and aims to

support families of primary and secondary school students facing problems in securing food, in a manner that ensures their anonymity and dignity and maintains smooth relations within the school environment. With Eurobank's exclusive sponsorship, Apostoli distributed more than 43,780 food parcels, covering a small yet essential part of the daily nutritional needs of students and their families.

In sports, Eurobank demonstrates in practice the stability of bonds; such stability constitutes a commitment and a priority to the corporate social responsibility initiatives of the organisation. For 17 years, the Eurobank Group has been the proud sponsor of all Greek National Basketball Teams. This sponsorship has proven to be one of the most successful, as Greek Basketball has brought home a total of 25 medals.

Environmental protection and sustainable development are key objectives for Eurobank. It supports them with its policies and by applying the international certification standards that it has adopted in its daily operations, its practices and its corporate culture. In this respect, the Bank has succeeded in reducing its environmental footprint, by decreasing its total energy consumption by 17.4% relative to 2014.

The Group's employees are its major asset and the key driver of its success and business growth. Eurobank attaches particular emphasis on respect and teamwork, encouraging participation in voluntary initiatives and social solidarity programmes. The Bank never stops offering personal and professional opportunities to its people. Note that in 2017, 90.8% of the Group's employees attended training programmes.

Recognising corporate responsibility as a fundamental pillar inextricably linked to its strategic planning, and operating with sensitivity, respect and a deep sense of responsibility as a corporate citizen, Eurobank presents its second annual Corporate Responsibility Report, for the 2017 reporting year. With this Report, the Bank, true to its commitment to transparency, presents its results, goals and performance in the key areas of its corporate responsibility activities: economy, society, people and the environment. The 2017 Corporate Responsibility Report is in line with the most up-to-date developments in the sustainability industry, as it has been prepared in accordance with the new GRI Standards and its content is directly linked to the UN Sustainable Development Goals. Moreover, in evidence of its heavy social and environmental responsibility, in 2017 the Bank was included in the FTSE4GOOD Emerging Index. This international Index evaluates listed companies in terms of their performance in the Environmental, Social and Governance domains. Eurobank's inclusion in the FTSE4GOOD Emerging Index is yet another confirmation of its steadfast commitment to sustainable development.

All these actions and initiatives, together with the ones discussed in detail in Eurobank's 2017 Corporate Responsibility Report, reflect our commitment to supporting economic activity, to undertaking environmental and social responsibility projects, and to fostering ethical entrepreneurship, with a view to achieving prosperity and sustainability for the Bank as well as for society.

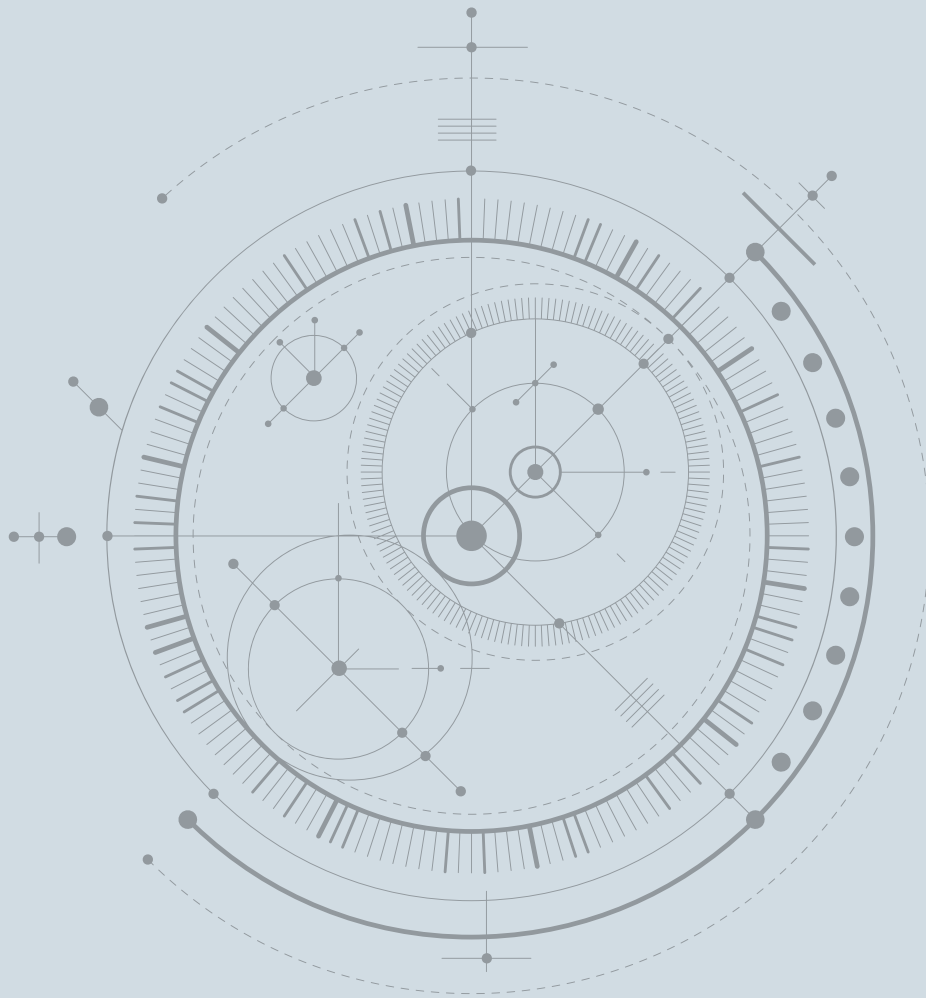


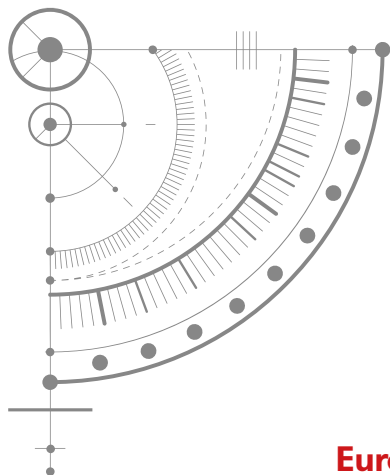
Nikolaos V. Karamouzis  
Chairman of the Board of Directors



Fokion C. Karavias  
Chief Executive Officer







## Eurobank Profile

### GRI 102-2

The Eurobank Group is a dynamic banking organisation active in six countries, with total assets of €60.0 billion and 13,512 employees. Established in 1990, the Group continues its dynamic growth with stable and decisive steps, with a focus on the diverse needs of its customers.

### GRI 102-4

### GRI 102-5

### GRI 102-6

With a total network of 700 branches in Greece and abroad, the Group offers a comprehensive range of financial products and services to its retail and corporate customers.

### GRI 102-7

### GRI 102-16

In Greece, Eurobank is one of the four systemically important banks. With two distinct retail branch networks, the Eurobank Network and the New TT Branch Network, as well as dedicated business centres, a Private Banking network and award-winning electronic service channels, the Group's philosophy focuses on high quality services to its customers.

### GRI 102-18

The Group also holds a strategic position in retail and business banking in Bulgaria and Serbia, as well as offering distinguished Wealth Management services in Cyprus, Luxembourg and London.

\* Data as at 31/12/2017

Group Key Figures		€bn
Gross Loans		<b>47.2</b>
Deposits		<b>33.8</b>
Total assets		<b>60.0</b>
Total equity		<b>7.2</b>
Client Service Network		<b>700</b>
Greece		<b>420</b>
International		<b>280</b>
<i>Data as at December 31<sup>st</sup>, 2017</i>		
Shareholding Structure		%
Institutional & Private Shareholders		<b>97.6</b>
Hellenic Financial Stability Fund		<b>2.4</b>
<i>Data as at December 1<sup>st</sup>, 2015</i>		



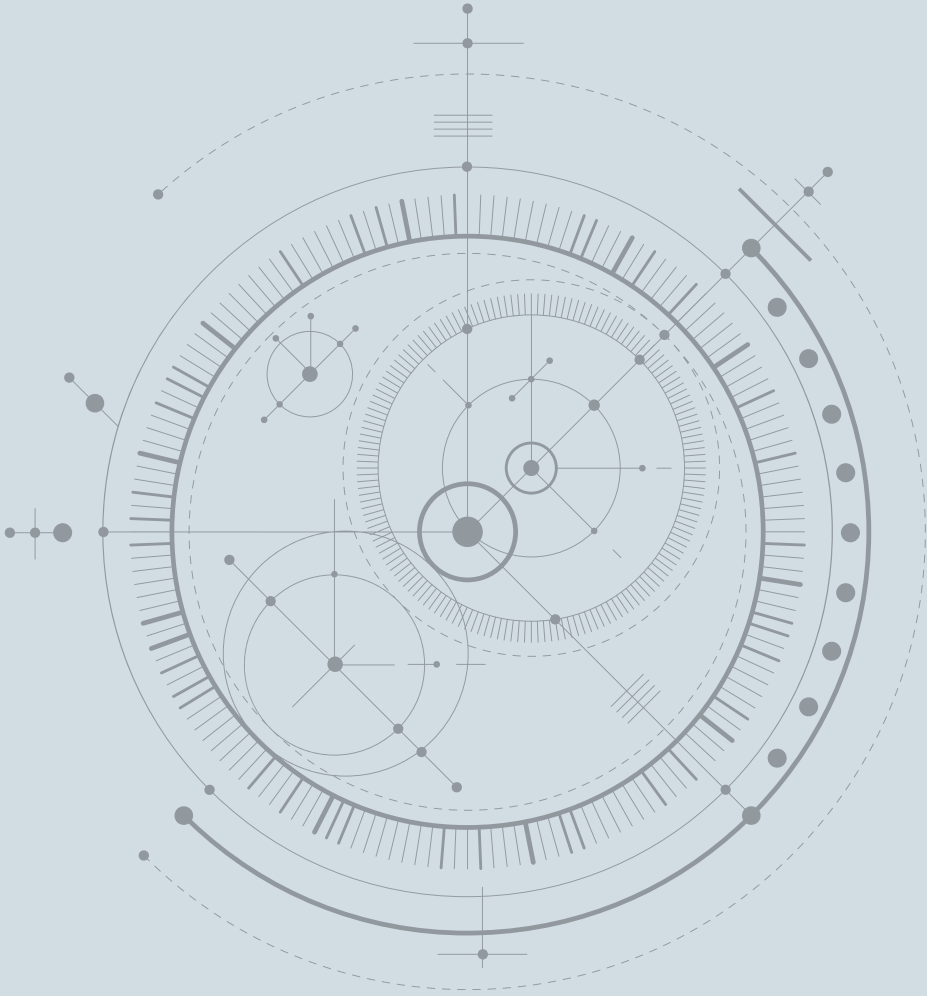
Transparency, credibility, social responsibility and accountability are fundamental corporate governance principles in the contemporary corporate and social environment. These principles define the framework for the achievement of the Group's business goals, govern its organisation, operations and activities, and reflect Eurobank's values, thus safeguarding the interests of its shareholders and of all its other stakeholders.

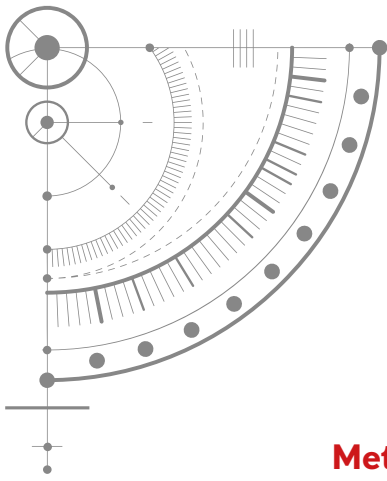
The Corporate Governance Code describes the corporate governance principles and practices that have been adopted, in accordance with Greek law, the international best practices on corporate governance, and the Bank's contractual obligations to the Hellenic Financial Stability Fund (HFSF). The corporate governance principles applied by the Bank and the Group level ensure that:

- The composition and the operation of the Board of Directors ensure transparency, credibility, and consistency in the decision-making process.
- All shareholders enjoy equal treatment and protection of their interests. They have access to adequate and timely information on the course of business of the Bank and the Group.
- The Internal Governance Control Manual of the Bank, the Internal Governance Regulations of its subsidiaries, and the organisational structure of the Bank and its subsidiaries, result in the clear and distinct distribution of powers and responsibilities and to the establishment of a concrete internal control environment.
- Internal or external conflict of interest situations are prevented.

Finally, in order to ensure the ongoing optimal implementation of the corporate governance principles across all its business activities, the Bank has set up the Group Company Secretariat Sector.







## Methodology

**GRI 102-10**

**GRI 102-46**

**GRI 102-48**

**GRI 102-49**

**GRI 102-50**

**GRI 102-51**

**GRI 102-53**

**GRI 102-54**

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 second Corporate Responsibility Report to be prepared in line with the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) international framework and the first one to be aligned with the new 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). 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" and "Alignment with ISO 26000:2010".

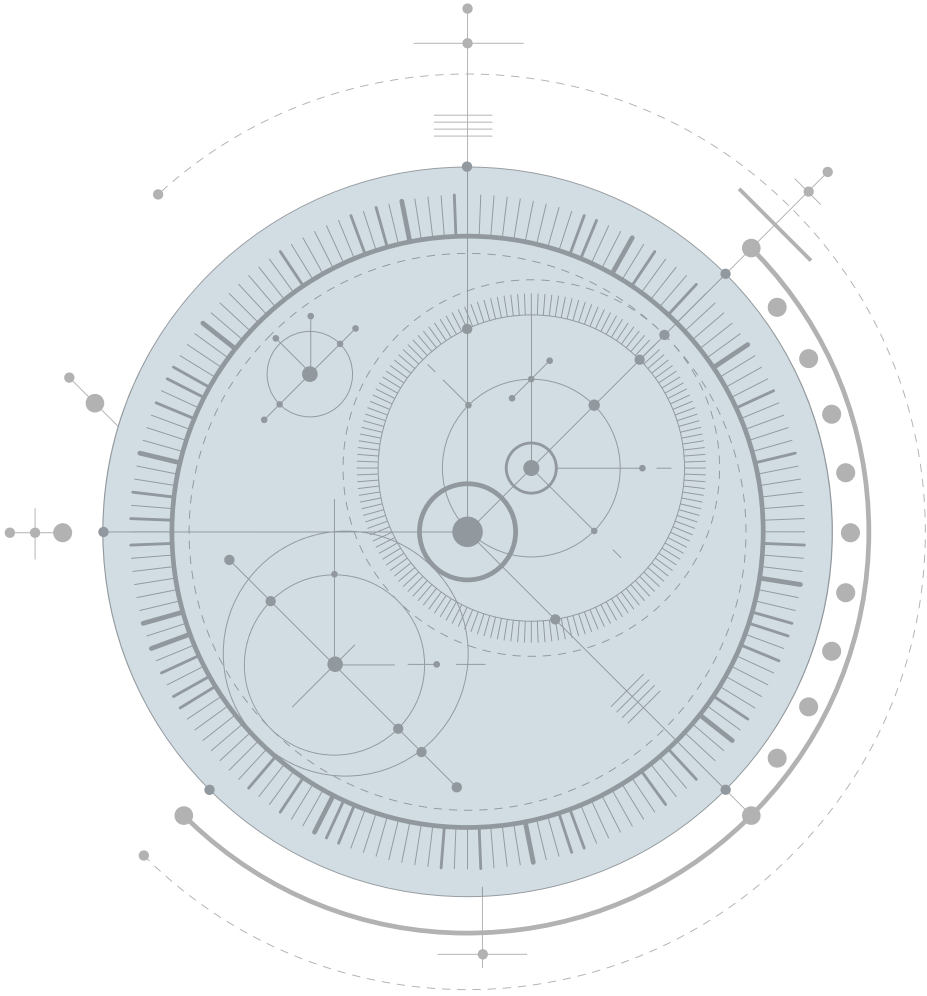
The Report's contents were determined on the basis of the expectations, requirements and concerns of the Stakeholders, as well as on the basis of the activities of the Bank and of the banking sector in general. For the preparation of the Corporate Responsibility Report, a dedicated project team was set up, composed of representatives from all involved Divisions of the Bank. The team's main task was to gather the necessary information and data concerning the individual Corporate Responsibility pillars (relations with customers and suppliers, economy, society, human resources and environment).

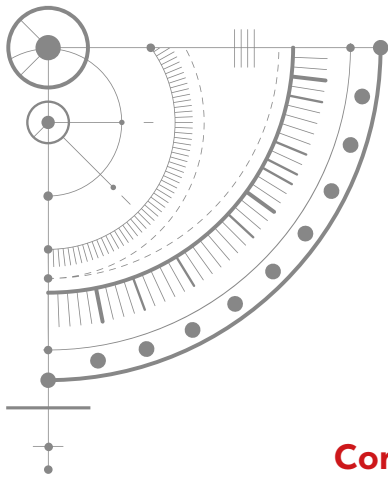
To identify and prioritise the most significant issues for the Bank's sustainable development, use was made of the findings of the materiality analysis exercise conducted by the Bank in 2017, after systematic consultations with all stakeholder groups. There are no significant changes from previous reports (cf. Corporate Responsibility Report 2016) in the scope, boundary, or measurement methods applied in connection with the data presented.

The scope of the Corporate Responsibility Report 2017 relates to the Bank's operations (unless otherwise indicated) during the period from 1/1/2017 to 31/12/2017.

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







## Corporate Responsibility Strategy

**GRI 102-11**

**GRI 102-12**

**GRI 102-13**

**GRI 102-16**

**GRI 102-40**

**GRI 102-42**

**GRI 102-43**

**GRI 102-44**

**GRI 102-46**

**GRI 102-47**

**GRI 103-1**

Eurobank, driven by its sense of responsibility and commitment to giving back to society, has made corporate responsibility one of the foundations of its strategic planning. Responding to the needs of today's ever-changing environment, Eurobank, through its corporate responsibility strategy, aims to actively contribute to the improvement of the economy and society within which it operates, adopting responsible practices that promote transparency and business ethics.

An integral part of Eurobank's approach to corporate responsibility is the fostering of strong relationships based on trust, cooperation and mutual benefit with all stakeholders affected directly or indirectly by its activities. In this context, Eurobank promotes two-way communication and develops an ongoing dialogue with stakeholders, so as to be able to offer tangible responses to 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

Transparency, credibility and accountability are fundamental principles of Corporate Governance in Eurobank. The Corporate Governance Code and best international practices are consistently applied, in order to safeguard the interests of all stakeholders. Eurobank's employees are considered to be a key priority and competitive advantage for the Group.

The systematic development and efficient management of its employees are the decisive factors for the Group's efficient operation, development and successful performance. Ensuring relations of mutual trust 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 suitable to each Customer's profile. Special emphasis is placed on ensuring the quality of procurement and forging efficient and transparent partnerships with the Suppliers.

Eurobank consistently invests on a continual basis in strategic initiatives, to reinforce the extroversion of Greek firms with a view to promoting entrepreneurship and improving the quality of key business sectors. The Bank offers high-quality services to meet the needs of all its customers (individuals and enterprises), as this is considered to be a key element for the development of the Greek economy and its recovery from the crisis.

Eurobank plays a key role in supporting Youth Entrepreneurship by helping create sustainable employment prospects for the country's workforce, to prevent the "brain drain" phenomenon of capable and talented young people migrating abroad for work. For Eurobank, Applied Research and Innovation are drivers for the growth of the Greek economy. Acknowledging the important role of education, Eurobank systematically supports programmes that promote excellence and highlight the importance of values such as learning, fair play and striving to achieve ambitious goals.

Eurobank has launched several initiatives to support vulnerable social groups, children in particular. Looking towards the future, Eurobank supports cultural activities and events and consistently contributes to the enhancement of sports in Greece. Acknowledging the environmental impact of its activities, Eurobank sets specific targets in order to improve the use of natural resources, minimise waste production, limit climate change and to protect the Environment.

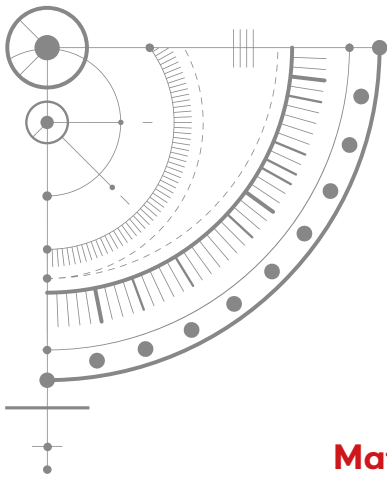


## Dialogue with the Stakeholders

As part of its corporate responsibility strategy, Eurobank works closely with all stakeholders and promotes dialogue with all 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	Means of Communication
Investors & Investment Analysts	Timely reporting of accurate and complete information on the Group's performance and strategy	<ul style="list-style-type: none"> <li>○ Publication of financial results on the Bank's website, through Press Releases and Corporate Announcements</li> <li>○ Publication of information through the Bank's website, in the special section entitled "Investors" and in the sub-sections "Financial Results", "Stock", "Shareholders", "Presentations", "Press Releases", "Corporate Announcements", "Prospectuses"</li> <li>○ Annual General Meetings and extraordinary General Meetings of Shareholders</li> <li>○ Investors' Relations Division</li> <li>○ Investors Information Services Division</li> <li>○ "Electronic Application Form" on the Bank's website</li> <li>○ Annual Financial Report</li> <li>○ Annual Report</li> </ul>
Business Community	Mutual cooperation and open communication, with a view to safeguarding the interests of the business community	<ul style="list-style-type: none"> <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>○ Targeted programmes ("Go International" Business Delegation Programme, Exportgate) with a view to helping Greek firms in contacting foreign exporters and business deals</li> <li>○ Establishment of the "Growth Awards", to reward Development and Entrepreneurship, in cooperation with Grant Thornton</li> <li>○ Regular dialogue with professional associations and chambers of commerce and industry</li> </ul>
Employees	Communication with a view to continuously promote skills acquisition and development	<ul style="list-style-type: none"> <li>○ Special staff evaluation procedure, through the "Axiopio" system</li> <li>○ Comprehensive training programme on banking and other subjects of general interest</li> <li>○ Posting vacancies in the internal job market with transparency</li> <li>○ Management - staff communication through briefings, breakfast meetings, visits to Group facilities and social events</li> <li>○ Communication through the HR4U contact centre</li> </ul>
Government & Regulatory Authorities	Communication to ensure full compliance with the regulatory and legislative framework	<ul style="list-style-type: none"> <li>○ Meetings, partnership and consultations with institutional representatives of the State, with the BoG and the Supervisory Authorities, Consumer Associations and the Ombudsman for Banking &amp; Investment Services</li> <li>○ Interbank committee of the Hellenic Bank Association</li> <li>○ Information and data provision, report compilation, meetings, participation in consultations</li> </ul>
Media	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</li> <li>○ Interviews</li> <li>○ Advertising</li> <li>○ Social media</li> </ul>

Stakeholders	Cooperation Framework	Means of Communication
Non-Governmental Organisations & Associations	Continuous promotion and support of actions with social impact	<ul style="list-style-type: none"> <li>○ Meetings with NGOs</li> <li>○ Processing requests with transparency and consistency</li> <li>○ Reply in writing to all incoming requests</li> </ul>
Young Entrepreneurs	Promotion of new enterprises and of research efforts on the basis of specific criteria and transparent procedures	<ul style="list-style-type: none"> <li>○ Organising the egg - enter•grow•go programme in cooperation with Corallia</li> <li>○ Conferences/Events</li> </ul>
Customers	Responsible information, customer service and provision of products and services with a sense of respect and transparency	<ul style="list-style-type: none"> <li>○ Two retail banking branch networks (Eurobank and New TT Branch Network), specialised corporate service centres, private banking network and award-winning electronic channels (ATM, e-Banking, m-Banking)</li> <li>○ Ease of access via collaboration with Hellenic Post (ELTA)</li> <li>○ 24/7 customer call centre via EuroPhone Banking</li> <li>○ In-branch experienced officers (Personal Banking, Business Banking)</li> <li>○ Group Client Relations Division</li> <li>○ Briefings with customer groups</li> <li>○ Customer satisfaction surveys</li> <li>○ Communication through social media</li> <li>○ Organisation of specialised conferences</li> <li>○ Information about current financial developments on the Bank's website</li> <li>○ Newsletters</li> <li>○ Participation in the Hellenic Federation of Enterprises' (SEV) "Consumer Issues" working group</li> </ul>
Suppliers	Cooperation based on transparent procedures and specific criteria to achieve mutually beneficial outcomes	<ul style="list-style-type: none"> <li>○ Electronic tendering system</li> <li>○ Evaluation procedure based on specific criteria</li> </ul>
Local Communities	Supporting local communities 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>○ Supporting local organisations and institutions through targeted actions, sponsorships, jointly organised events, etc.</li> </ul>



## Materiality Analysis

In 2016, Eurobank adopted the Guidelines of the Global Reporting Initiative (GRI) international organisation on the publication of Sustainability 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.

For undertaking the Materiality Analysis exercise, the Bank set up a special project team which, in cooperation with representatives from the Units that interact on a regular basis with the acknowledged stakeholders, carried out a questionnaire-based survey covering 20 sustainability issues grouped in three categories – economy, society and the environment.

Eurobank addressed the materiality questionnaire to the stakeholder groups concerned, asking them to grade the issue based on a standard rating scale from 1 to 5 regarding the level of materiality (from 1=not at all to 5=strongly). Overall, the project team received 271 completed questionnaires from all stakeholder groups, both within and outside the Bank. The results of the survey helped in the documented analysis of the Bank's material issues, as well as in the thorough understanding of the expectations and concerns of the participant stakeholder groups. Following a review of the findings, the project team identified the material issues, which are presented in the Materiality Analysis Map. The vertical axis of the Map indicates how stakeholders perceive the materiality of the issue, and the horizontal axis indicates Eurobank's view of the same issues.

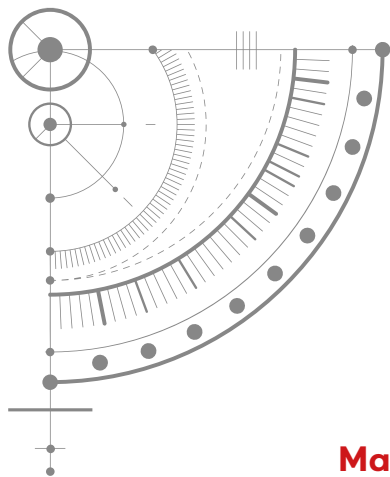
To arrive at the identification of the material issues for public disclosure, the project team engaged in consultations with representatives from the Bank's Units.

During these consultations, in order to obtain a comprehensive record of the material issues, the project team took into account the fact that each stakeholder category handles each issue differently in terms of its materiality. Through this process, nine (9) issues were selected for public disclosure and approved by the Bank's senior management. The boundaries of these issues have been defined and aligned with the UN Sustainable Development Goals (SDGs).

## Sustainability Issues

- 1 Supporting the Greek economy
- 2 Market presence
- 3 Improvement of products and services for the benefit of our customers
- 4 Responsible customer information and service
- 5 Participation in national and international organisations
- 6 Deployment of human resources
- 7 Training and development of human resources
- 8 Diversity and equality practices in the workplace
- 9 Ongoing management-staff communication
- 10 Healthy working environment
- 11 Protection of the environment
- 12 Improving environmental impact
- 13 Environmental evaluation of business loans
- 14 Environmental awareness
- 15 "Green" initiatives financing
- 16 Supporting youth entrepreneurship, research and innovation
- 17 Rewarding Excellence
- 18 Addressing the impact of the economic crisis on vulnerable groups of the population
- 19 Supporting culture and sports
- 20 Savings

*Items in red are the (9) material issues intended for public disclosure.*



## Materiality Analysis

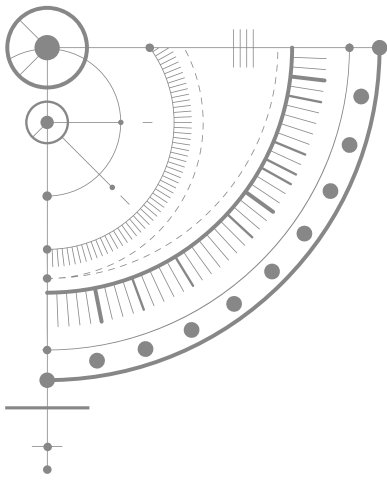
A key point of reference is the significance of material issues and how this is dealt with by Eurobank. In this context, we present here the goals that had been set for 2017 and our activities in order to achieve them. The goals refer to activities that will also be carried out during 2018.

### Identified Material Issues & Boundaries

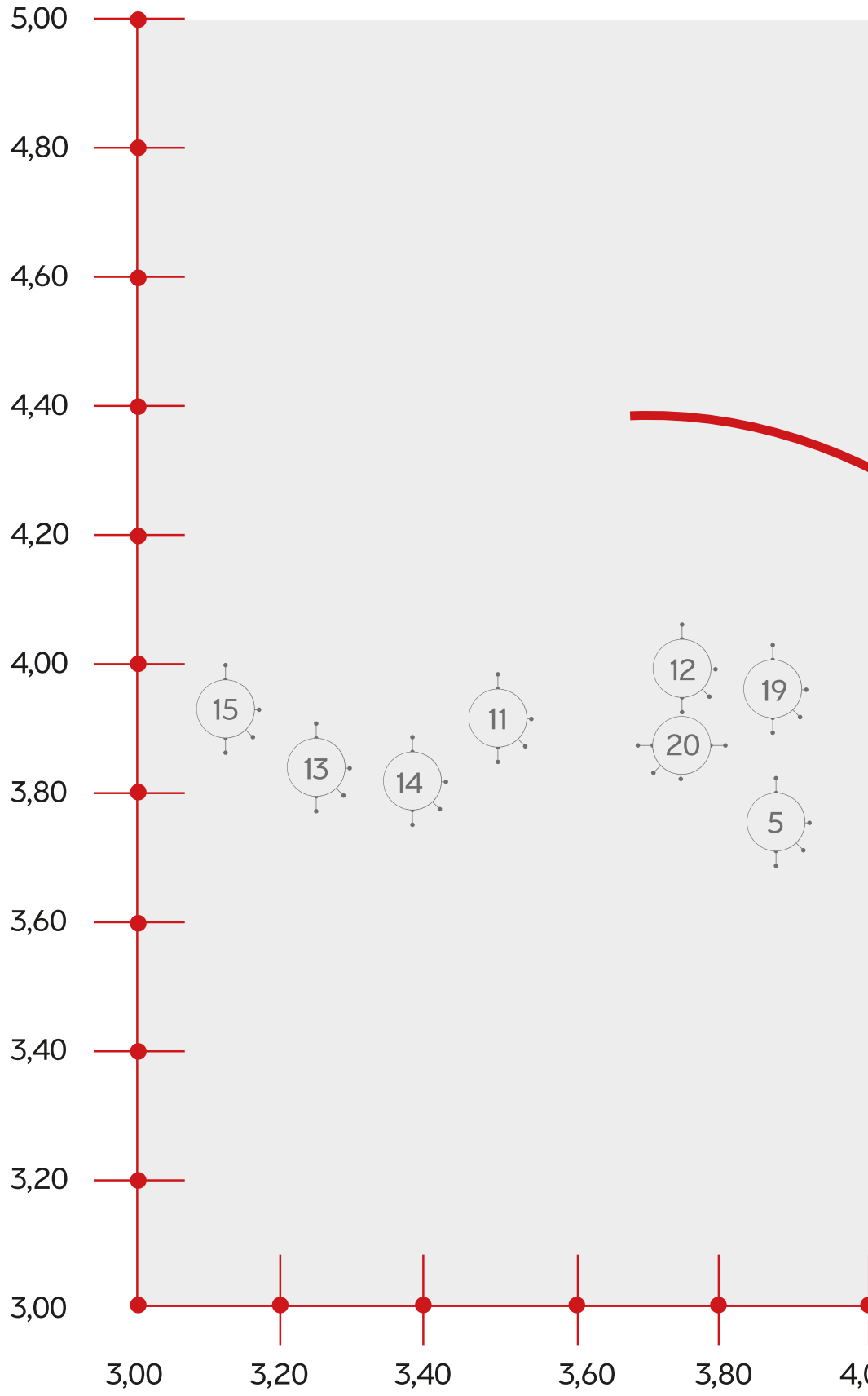
	Identified Material Issues	Boundaries	Alignment with Sustainable Development Goals (SDGs)	GRI Indicator
16	Support of youth entrepreneurship, research and innovation	Eurobank Young Entrepreneurs Business Community Local Community	  	GRI 203-1 GRI 203-2
17	Rewarding Excellence	Eurobank Employees Local Community NGOs & Associations Customers Suppliers Investment Analysts & Investors	 	G4-EC1
1	Supporting the Greek economy	Eurobank Employees Young Entrepreneurs Local Community Media Business Community Government and Regulatory Authorities NGOs & Associations	    	FS7
3	Improvement of products and services	Eurobank Customers Investment Analysts & Investors Young entrepreneurs	 	GRI 102-43 GRI 102-44
18	Addressing the impact of the economic crisis	Eurobank Employees Customers Suppliers Investment Analysts & Investors Young Entrepreneurs Local Community Media Business Community Government and Regulatory Authorities NGOs & Associations	   	GRI 201-1 GRI 203-2

Identified Material Issues & Boundaries

	Identified Material Issues	Boundaries	Alignment with Sustainable Development Goals (SDGs)	GRI Indicator
4	Responsible customer information and service	Eurobank Employees Customers Investment Analysts & Investors Government and Regulatory Authorities	 	GRI 417-1
2	Market presence	Eurobank Employees Customers Suppliers Media Business Community Government and Regulatory Authorities	   	GRI 201-1 FS6
7	Training and development of human resources	Eurobank Customers Employees Suppliers Young Entrepreneurs Investment Analysts & Investors	  	GRI 404-1 GRI 404-2 GRI 404-3
6	Deployment of human resources	Eurobank Employees Customers Investment Analysts & Investors Suppliers Suppliers	 	GRI 401-1 GRI 401-2

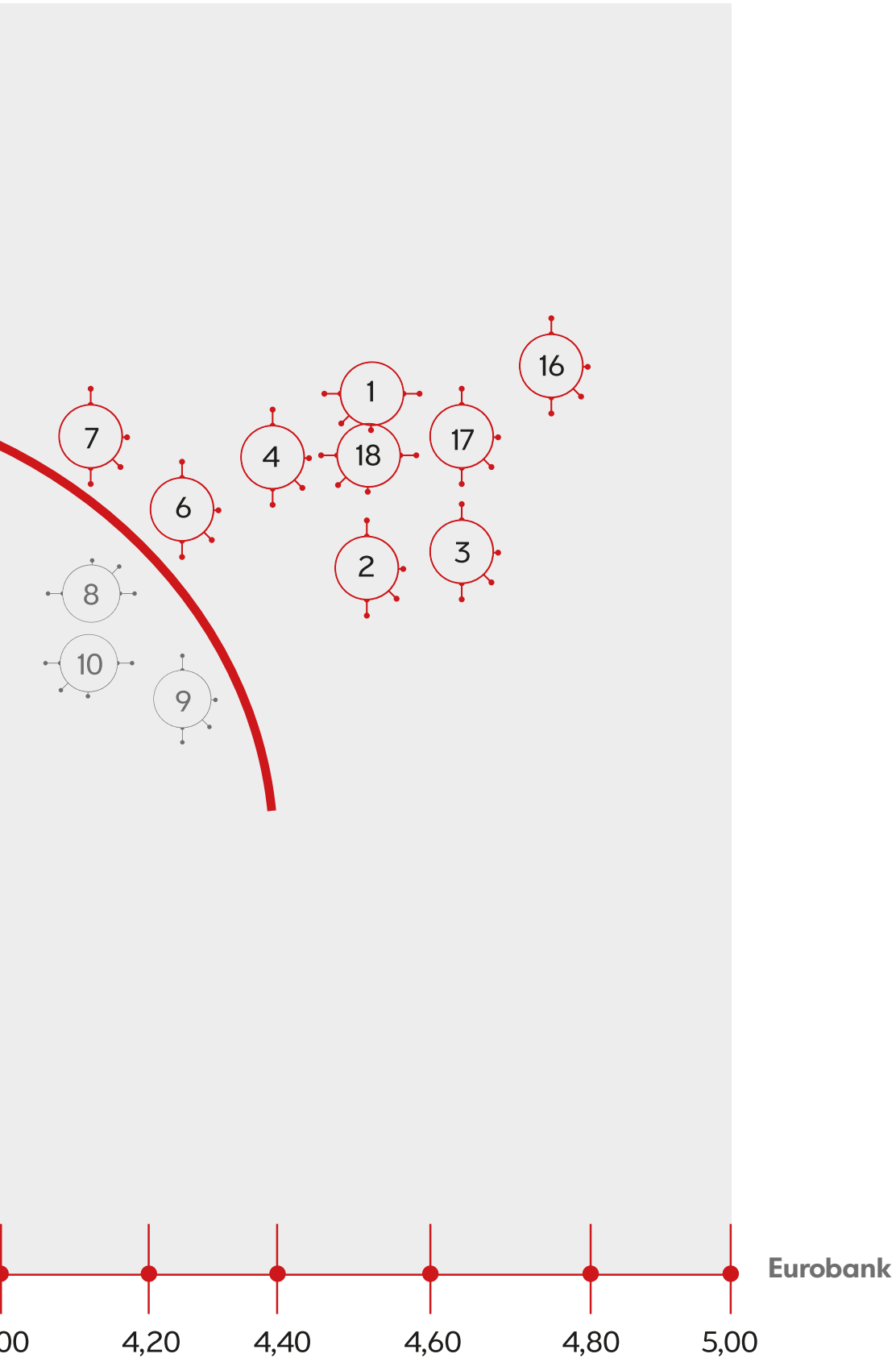


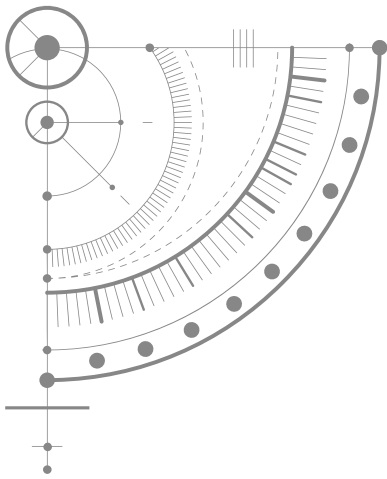
Stakeholders





### Materiality Analysis Map



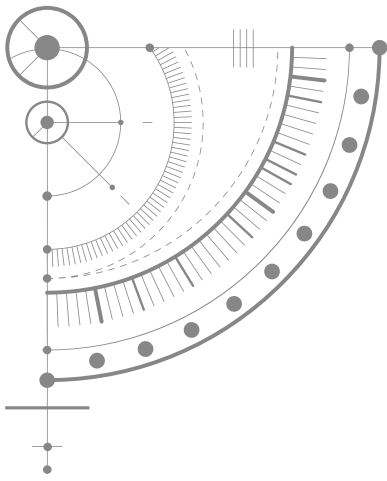


## Corporate Responsibility Goals

Identified Material Issues	Goals	Affected Stakeholders	Performance
<p>16</p> <p>Supporting youth entrepreneurship, research and innovation</p>	<ul style="list-style-type: none"> <li>To establish and expand the egg - enter•grow•go youth entrepreneurship programme, focusing on the FinTech and Tourism sectors</li> <li>To strengthen the extroversion of the start-ups participating in egg - enter•grow•go</li> </ul>	<ul style="list-style-type: none"> <li>Business Community</li> <li>Young Entrepreneurs</li> </ul>	<p>75% of FinTech companies and 44% of companies in Tourism come from the Programme's 5<sup>th</sup> cycle.</p> <p>To support the business operation and growth of the new teams and strengthen their financial viability, the Programme provides the following extroversion and business networking opportunities:</p> <p>(a) Eurobank financial prizes A system of financial rewards for the business teams with the best performance on the basis of predefined Key Performance Indicators (KPIs), at specific points in time during the Programme's implementation.</p> <p>(b) Educational and business missions Implementation of educational and business missions to Europe, the USA and the Middle East, in partnership with the world's leading Universities, start-up development organisations and institutional bodies in the destination countries.</p> <p>(c) B2B match-making Support and networking of the teams with potential customers / strategic partners.</p> <p>(d) Exportgate international trade web portal With the award-winning Exportgate international web portal, we help companies with exportable products or services networks with the global market and look for synergies for their products around the world.</p>
<p>17</p> <p>Rewarding Excellence</p>	<ul style="list-style-type: none"> <li>To highlight Excellence with the Programmes "The Great Moment for Education" and "Growth Awards"</li> </ul>	<ul style="list-style-type: none"> <li>Local Communities</li> <li>Business Community</li> <li>Young Entrepreneurs</li> </ul>	<p>Eurobank presented awards to 890 high school graduates who achieved top marks in the University entry exams.</p>
<p>1</p> <p>Supporting the Greek economy</p>	<ul style="list-style-type: none"> <li>To take targeted extroversion initiatives to support the local community and economy</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Investment Analysts &amp; Investors</li> <li>Business Community</li> <li>Young Entrepreneurs</li> </ul>	<p>The "Go in Crete" 7<sup>th</sup> Business Mission was organised in 2017.</p>
<p>3</p> <p>Improvement of products and services</p>	<ul style="list-style-type: none"> <li>To rationalise the product catalogue and simplify procedures</li> <li>To digitise and automate operations</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Young Entrepreneurs</li> <li>Employees</li> </ul>	<p>Focusing on the new digital era and maintaining the customer at the centre of its interest, the Bank is continuing its efforts to simplify products, services and procedures.</p>

## Corporate Responsibility Goals

	Identified Material Issues	Goals	Affected Stakeholders	Performance
18	Addressing the impact of the economic crisis	<ul style="list-style-type: none"> <li>To increase the number of “parcels of love” offered under the “Apostoli supports Students” programme</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> </ul>	In total, 43,780 “parcels of love” were distributed to the families of 1,934 pupils (6,849 family members), against 34,158 “parcels of love” distributed in 2016.
4	Responsible customer information and service	<ul style="list-style-type: none"> <li>To improve overall customer satisfaction, as measured by specific surveys</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Young Entrepreneurs</li> </ul>	The specific survey is conducted every two years and is scheduled to take place again in 2018.
2	Market presence	<ul style="list-style-type: none"> <li>To redesign the Bank’s operating model, in order to improve efficiency and adopt a customer-oriented approach</li> </ul>	<ul style="list-style-type: none"> <li>Investment Analysts &amp; Investors</li> <li>Suppliers</li> <li>Customers</li> <li>Business Community</li> <li>Government and Regulatory Authorities</li> </ul>	The organisational and operational transformation of the Branch Network, carried out with a view to optimising Customer service, was completed. At the same time, responding to the requirements of the new era in Retail Banking, which is characterised by global changes, the Bank continues to adapt its operating model to the needs and requirements of its customers.
7	Training and development of human resources	<ul style="list-style-type: none"> <li>To introduce new HR methodologies and systems to promote ongoing training and career development, in line with international standards</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> </ul>	In 2017 the functionalities of the Organisation’s e-learning platform were expanded, with the aim of incorporating new digital methodologies such as micro learning. New partnerships with organisations and web platforms were also launched, expanding: <ol style="list-style-type: none"> <li>the digital capabilities offered by the training programmes, in the framework of the employees’ continuous learning</li> <li>the necessary information tools in connection with the capabilities for professional development and the requirements for success and efficiency in different (new or existing) roles.</li> </ol>
6	Deployment of human resources	<ul style="list-style-type: none"> <li>To focus on and promote the internal employee culture/engagement, in line with the Group’s Vision and Values</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> </ul>	In 2017, comprehensive communication activities addressed to the employees were carried out, regarding the Bank’s vision and values and seeking to reinforce its corporate identity. The campaign included one big event, attended by a large number of employees and relayed live to all the Group in Greece. The corporate Values were supported by visual and printed communication material, featuring the people of Eurobank themselves as the central characters.



As part of the effort to constantly improve our environmental performance, the Bank had set the following environmental goals for 2017:

2017 Environmental Goals	Environmental Programmes (EPs)	Performance
Reduction in energy consumption by 6% compared to 2016	Energy Management System (ISO 50001)	Electric energy consumption was reduced
Paper supply: 555 tonnes	Paper Savings Programme	The target for the reduction of paper supply was exceeded

As part of the effort to constantly improve our environmental performance, the Bank has set the following environmental goals for 2018 and 2020:

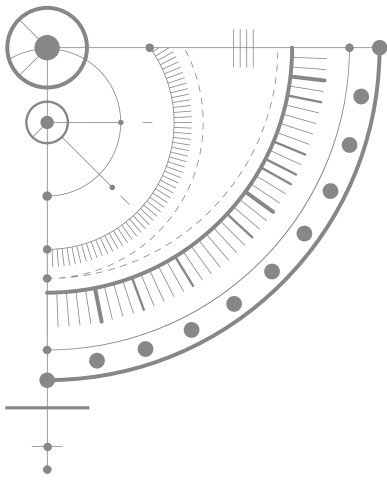
Purpose	Goal	Programme	Implementation Year
Conservation of Natural Resources	To reduce the paper supply	Paper Savings Programme	2018
Reduction, Recycling and Efficient Waste Management	To recycle 100% of Electrical Waste and Electronic Equipment	Electrical and Electronic Equipment Management Programme	2018
Reduction of Greenhouse Gas Emissions	To reduce greenhouse gas emissions relative to the base year 2014	Energy Management System (ISO 50001)	2020

## Memberships in Associations & Organisations

### United Nations Global Compact

Eurobank has been a member and signatory of the UN Global Compact since 2008, actively supporting and promoting its 10 principles. Each year, the Bank publishes a report with the activities that reflect its commitments to those 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 and 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's reports
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting Our People First</li> <li>○ Annual Financial Report 2017</li> </ul>
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting Our People First</li> <li>○ Annual Financial Report 2017</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>○ Corporate Responsibility Report - Putting Our People First</li> <li>○ Annual Financial Report 2017</li> </ul>
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting Our People First</li> <li>○ Annual Financial Report 2017</li> </ul>
Principle 5	Businesses should uphold the effective abolition of child labour.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting Our People First</li> <li>○ Annual Financial Report 2017</li> </ul>
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting Our People First</li> <li>○ Annual Financial Report 2017</li> </ul>
Principle 7	Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting the Environment First</li> <li>○ Annual Financial Report 2017</li> </ul>
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting the Environment First</li> <li>○ Annual Financial Report 2017</li> </ul>
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting the Environment First</li> <li>○ Annual Financial Report 2017</li> </ul>
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> <li>○ Corporate Responsibility Report - Putting Our People First</li> <li>○ Annual Financial Report 2017</li> <li>○ Annual Report 2017</li> </ul>



**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**

Since 2014, Eurobank is an ambassador for the Sustainable Greece 2020 Initiative. 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, concerning 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 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**

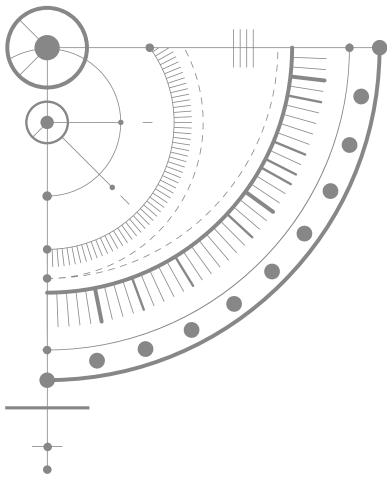
Eurobank is a member of Global Sustain, which promotes corporate responsibility, green economy, sustainability, business ethics and excellence, responsible investments, transparency, human rights and accountability through the provision of innovative services. Global Sustain mission is to create awareness,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

**Committee on  
Sustainable  
Development of  
the Hellenic Bank  
Association**

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 Energy Efficiency Financial Institutions Group (EEFIG) was established in 2013 by the European Commission Directorate-General for Energy (DG Energy) and the United Nations Environment Program Finance Initiative (UNEP FI). The principal aim of EEFIG is to create a debate with all involved entities, in order to further promote the long-term financing of energy saving projects.



Awards 2017

<b>Products and Services</b>		
Best Bank	Greece	Global Finance Magazine
Most Admired Companies #8	Greece	Fortune and KPMG Magazine Review
Best Retail Bank	Greece	World Finance
<b>Private Banking</b>		
Best Private Bank	Greece	The Banker & PWM Magazines Financial Times Group
Best Private Bank	Greece	Global Finance
Best Private Bank	Greece	World Finance
<b>Digital Services</b>		
Best Consumer Digital Bank	Greece	Global Finance
Best Corporate/Institutional Digital Bank	Greece	Global Finance
Best SMS/Text Banking in Western Europe	Greece	Global Finance
<b>Security Services</b>		
Best Securities Services Provider	Greece	Global Finance Magazine
Top - Rated Custodian for Institutional Investors	Bulgaria	Global Custodian Magazine
<b>Trade Finance Services</b>		
Best Domestic Trade Finance Provider	Greece	Euromoney Trade Finance Survey

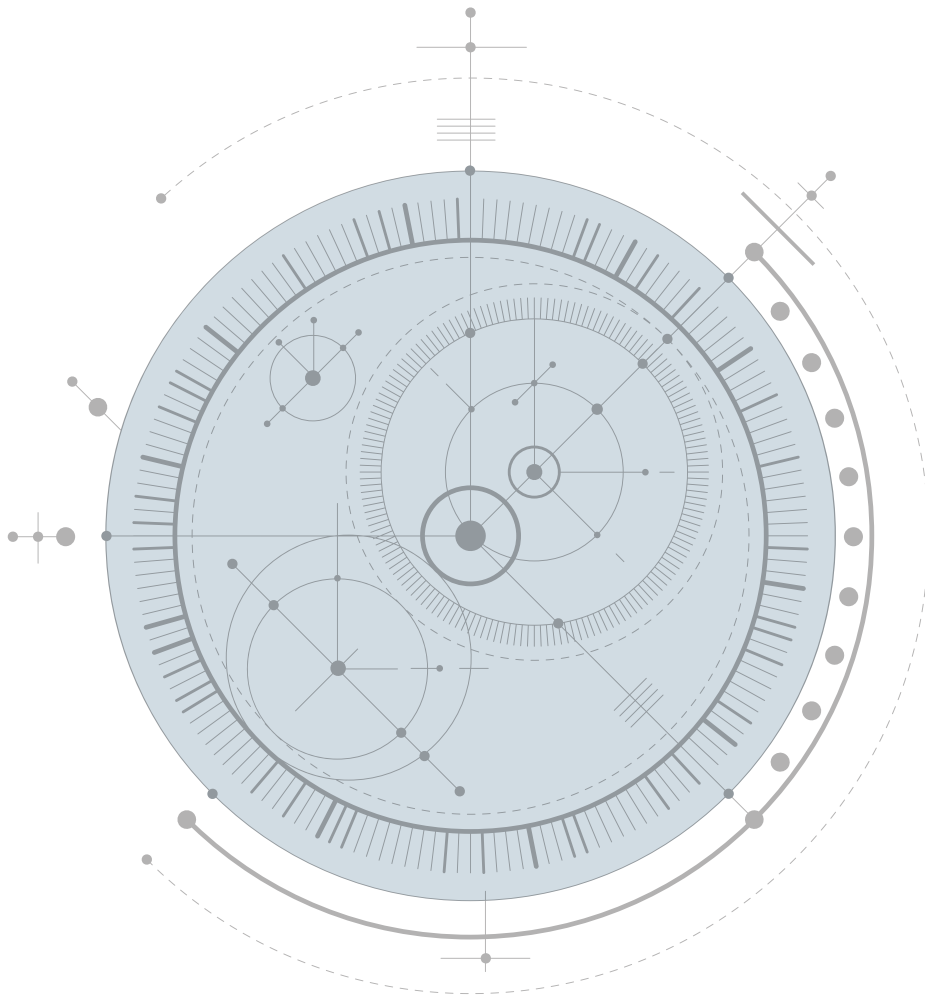


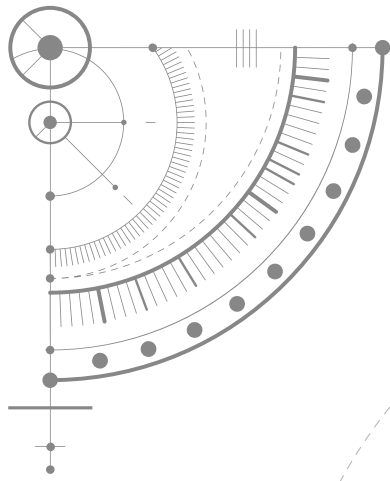
## Awards 2017

<b>Transaction Banking</b>		
Best Treasury & Cash Management Provider	Greece	Global Finance Magazine
Market Leader Cash Management	Greece	Euromoney Magazine
<b>Shipping Finance</b>		
Shipping Financier of the Year Award	Greece	Lloyd's List Greek Shipping Awards
<b>IT Services</b>		
Gold Award for the Eurobank SAP in the category ERP Systems	Greece	Business IT Excellence Awards
Bronze Award for Agile Transformation in IT Service Management	Greece	Business IT Excellence Awards
<b>Corporate Responsibility</b>		
Excellence Award for the egg-enter•grow•go programme: CSR Innovation and Entrepreneurship category	Greece	Corporate Responsibility Award
Recognised for Excellence - 3 Stars for the egg- enter•grow•go	Greece	EFQM
Reward for Reporting in line with the International GRI Methodology	Serbia	Responsible Business Forum - Global Initiatives
Greenest Bank	Bulgaria	7 <sup>th</sup> year competition b2b Media
<b>Factoring</b>		
International Factory Services Category- 3 <sup>rd</sup> export factor in the world	Greece	Factors Chain International (FCI)



# CUSTOMER & SUPPLIER RELATIONS





## Customer Relations

**GRI 102-9**

**GRI 102-43**

**GRI 102-44**

**GRI 103-2**

**GRI 103-3**

**GRI 417-1**

Customers are undoubtedly one of the most important assets of Eurobank. The Bank's main goal is to meet customer expectations by building strong relationships of trust, while operating with principles and values such as reliability, integrity and social sensitivity. In this context, encouraging the expression of complaints is an objective of strategic significance that seeks to re-establish relations with customers and better understand their needs.

Eurobank was the first Bank in Greece to establish Group-wide procedures for the uniform handling of complaints. From the very beginning, it set up the infrastructure and mechanisms for reexamining cases involving customer complaints which are escalated within the Bank and, to the Supervisory Authorities or to Consumer Organisations or Associations, with the ultimate aim of resolving the respective issues, eliminating customer dissatisfaction and maintaining good customer relations.

The Group Client Relations Office, having won two major European distinctions ("Committed to Excellence" and "Recognized for Excellence") from the internationally renowned European Foundation for Quality Management (EFQM), implements self-assessment processes, with a view to assure objectivity and transparency in the re-examination of cases.

According to the existing policy of the management of the complaints filed, which is fully aligned with the European legal and regulatory framework, and according to the ISO9001-

certified complaint management processes in place, customers may file their complaints to the Bank using any communication channel available to them. Additionally, customers who wish to do so, may visit the Customer Relations Division, in order to meet directly with the competent Executives and discuss the issues of concern to them.

It should be noted that, through the Client Relations Division, the Bank works closely with the Supervisory Authorities and with Public Bodies, the Ombudsman for Banking-Investment Services and the Hellenic Consumers' Ombudsman, on the examination of any complaints.

Moreover, seeking to settle amicably any disputes arising with customers, the Bank responds positively to requests for participation in amicable settlement practices, where it is represented by its legal representatives.

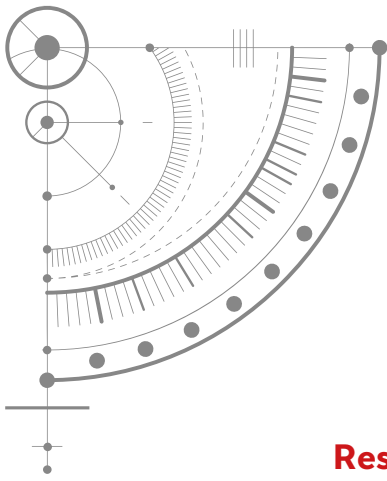
Each case is treated with sensitivity and respect, with a view to providing a timely, accurate and fully comprehensible response to the customer concerned, within the time limits prescribed by law (target response time: 10 working days and, in accordance with the Bank of Greece Governor's Act 2501/2002, 45 days).

In 2017, a total of 17,800 customers contacted the Bank, making use of the aforementioned mechanisms in relation to the issue(s) of concern to them. The main issues involved primarily the settlement of debts owed on loan products and cards, pricing and procedures, dispute of/ withdrawals from transactions through traders or alternative networks etc. It should be noted that over 71% of cases were resolved within 10 days (compared to 59% of cases in 2016), while 29% of the total number of Group-related complaints were resolved in favour of the customer or settled amicably. Moreover, it has a system of self-evaluation mechanisms in place, in an effort to constantly improve its structures and procedures.

The information collected from the complaints management procedures is used to identify potential areas in need of improvement. Using the Root Cause Analysis methodology, recommendations are produced, which are then forwarded to the competent Units for implementation, in order to address any problems and upgrade the products and services provided. It should be noted that in 2017, over 200 recommendations for improvements to the Bank's procedures and system were submitted.

However, the Bank's actions are not limited to managing complaints. Communication with the customer is maintained even after the case is resolved, to explore customer satisfaction and obtain customer comments and remarks (Customer Care Calls). In the context of this communication, customers have the opportunity to express their positive or negative experience of the way in which their complaint was managed; while at the same time engage in constructive criticism of the Bank's customer service.

At the same time, as a member of the Hellenic Federation of Enterprises (SEV) "Consumer Issues" working group, in which it represents the banking sector, the Bank is contributing to actions aimed at informing consumers, safeguarding their rights and highlighting the best customer service practices.



## Responsible Customer Information

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



As part of its responsible customer information strategy, Eurobank focuses on providing specialised information to every customer/counterparty, in order to communicate in a transparent manner its products and services. To this end, the Bank has set up customer support departments and both physical and electronic service networks. In parallel, it has simple and easy-to-understand procedures in place and uses information brochures to inform customers accurately and clearly about all its products and services. The Bank ensures its alignment with the applicable regulatory framework and the Code of Banking Ethics and has in place control mechanisms to ensure strict compliance with the legislative framework.

Before engaging in any transaction with the Bank, as well as whenever requesting the provision by the Bank of any service or product, customers are given the opportunity to obtain summary information through the General Terms of Banking Transactions (GTT) and the Payment Services Agreement. Additionally, customers may obtain detailed information about the characteristics of the product or service they are interested in, from the special pre-contractual product forms and via the communication channels of their choice (either by any branch of the Bank's network or via e-Banking).

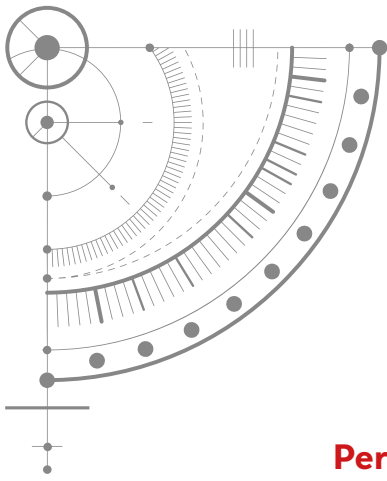
The information initially provided to customers about their transactions with the Bank, offers a general overview of the GTT and the Payment Services Agreement, information about the processing of the customers' personal data, the potential recipients of such processing and the customers' data protection rights with regard to their personal data. 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 loan facilities are informed prior to the signing of the relevant agreement, both orally and in writing, about all the features of the loan facilities concerned. By means of simple and easy-to-understand numerical examples, they can understand the way in which the chosen loan product operates, as well as their rights and obligations arising from its use. Additionally, after a loan agreement with the Bank is signed, the customer is regularly informed through periodic updates provided by the Bank or in response to a relevant request from the customer. Similar information is provided to customers prior to the signing of an agreement, at the time the agreement is signed, and on a regular basis thereafter, by duly certified Bank officers.

Borrowers who encounter difficulties in discharging their debt obligations, are offered debt rescheduling solutions such as, among other options, reduced monthly instalments, interest-only payments, extension of the loan's duration, interest rate reduction, and interest write-offs. As regards debts in arrears, borrowers may apply for inclusion in the Arrears Resolution Procedure under the Code of Conduct of Law 4224/20136, via the Bank's Branches. Information about this procedure is posted at the Bank's website ([www.eurobank.gr](http://www.eurobank.gr)).

Customers may obtain information about their transactions with the Bank whenever necessary, from any branch of the Bank's network, via the Bank's website or via the e-Banking or EuroPhone Banking services (+30 210 95 55000).

A key element of responsible customer information is the ongoing provision of information. In the light of the current restrictions on cash withdrawals and the transfer of capital, the Bank continues to inform its customers on the measures in force, through its Branches, via its website and through informative messages displayed in alternative transaction networks (ATMs etc.). The Bank also uses custom-developed applications to provide its customers with additional information on their transactions (e.g. "tax deduction" service).



## Personal Data Protection

The protection of personal data is a legal obligation for the Bank but also a key factor in building relationships of trust with customers. In this context, the Bank has in place a Data Protection Policy which:

- Includes the basic principles that staff must observe when processing personal data.
- States the purposes of data processing and the roles and responsibilities of the Bank's Units.
- Provides for measures for the security and data protection.
- States clearly the data subjects' rights.

The Bank processes personal data lawfully, with due regard to the applicable rules for data confidentiality and to the data subjects' rights. The data collected is limited to the minimum required for the purpose sought, and is accurate, regularly updated and maintained for the period required only. Moreover, the Bank pays particular attention to applying proper organisational and technical procedures to ensure data security.

The Bank's competent Units have as their main priority to establish a secure environment, in order to prevent unauthorised processing of personal data and to safeguard the interests of its customers and their associates.

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

Finally, the Bank and the Group are preparing to comply with the General Data Protection Regulation (GDPR), which has been applicable as of May 25<sup>th</sup>, 2018.



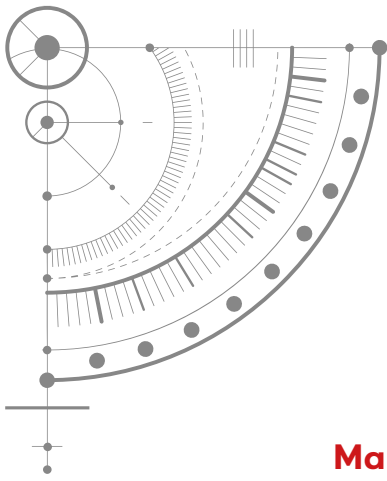
## Responsible Marketing & Communication

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 market research on each individual customer category, 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 each individual customer the product or service that truly suits their needs.

In parallel, by using custom personalised communication tools, customers can be directly and promptly informed about the new deals on the products and services they choose. The Bank carries out targeted marketing activities to specific customer groups based on the “Customer's Journey”, applying a specific procedure in each stage; often, communication is conducted not only for promotional purposes but also as a customer reward procedure. The Bank's targeted customer communication (via email, text messages, e-Banking messages etc.) complies with all applicable personal data protection regulations and all relevant decisions, guidelines and regulatory acts issued by the Hellenic Data Protection Authority, and with all data security principles.

At the same time, all customer communication or product/service promotional activities allow customers to opt-out of all future Bank advertising communications. During 2017, over 170 targeted communication actions were conducted, supporting all banking segments (Personal Banking, Business Banking and Individual Banking), and all of the Bank's strategic products and services. 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 correct advertising, Eurobank has developed procedures and mechanisms as per the applicable laws and regulations, in order to promote and communicate its products and services in a transparent and honest manner. 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

Aiming to successfully respond to customer needs in the ever-changing environment, Eurobank is conducting systematically qualitative and quantitative research, so as to keep track of market trends, consumer attitudes, habits, needs and expectations. Customer satisfaction is monitored every two years to ensure that evaluation of our products, services, networks of service, the Eurobank brand itself and the banking industry are reported.

In what specifically concerns relevant activities in 2017, reference should be made to the results of the nationwide monthly survey of bank customers, conducted by an independent research firm, which records and monitors key indicators, evolution of image and effectiveness of the advertising presence. The results of the survey confirm that Eurobank's strategic focus on human-centricity is contributing to strengthening the brand equity of the organization. As the year progressed, the Bank awareness index recorded significant improvement, reaching record-high levels (up to 98%) and accompanied by the consolidation of the previous year's increase in all sub-indicators (communication awareness up to 45% and bank-of-choice index up to 87%), strengthening the Bank's position in the Greek market.

In addition to the above, within the past year a series of ad hoc surveys were conducted in collaboration with external associates as well as internally, utilising the Bank's own resources, so as to review and evaluate procedures, products, services and communications for the Eurobank Group. The research results were instrumental in assisting strategic decision-making to focus on improving the indices of interest to the Bank and on achieving its business objectives.

## Supplier Relations

The Eurobank Group places particular emphasis on the relationships it develops with its suppliers and business partners. In 2017, the Group continued to apply its centralised procurement model, which covers both domestic and foreign subsidiaries, while it carried out tender procedures to award major projects, thereby substantially saving on costs.

Moreover, the Bank has now in place a full-scale e-market platform, which supports all stages of the procurement cycle and into which the handling of payments has also been integrated, to ensure effective management of all procurement requests.

Using its single supplier evaluation platform, the Bank evaluates its suppliers both quantitatively and qualitatively. It measures and weights all the key economic data from the balance sheets of suppliers, supplementing the evaluation with qualitative information, elicited by means of custom targeted questionnaires addressed to qualified evaluators. Finally, a weighted objective score is obtained for each supplier, reflecting the evolution and quality of the supplier's relationship with the Bank. More specifically, in 2017 the Bank performed, for yet another year, the relevant evaluation for its IT suppliers as well as for the suppliers of other goods and services, for the sake of adding specific quality and risk management, specific indicators measuring the extent of the suppliers' dependency on the Bank, in relation to their total turnover.

In addition to the platform, Eurobank has in place a specific Procurement Policy laying down procurement principles that ensure the method, quality, necessity and 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 and procedures in place and by issuing instructions, as required, the Bank follows a coherent procurement methodology that is based on systems and roles, so as to ensure that, each time, the best possible cooperation adapted to the particular requirements of the purchase concerned can be achieved. The Bank's suppliers and its relationships with them are reviewed at regular intervals through the formal procedures established, while the Procurement Committee which has been set up ensures that the relevant procedures are observed and safeguarded and that operating costs are contained.

The Bank and the Group as a whole, have adopted a Green Procurement Policy, as for example in A4 paper, evaluating solutions, environmentally friendly (Eco-label products) and evaluating specific green criteria on technical assessments conducting competitions to showcase the final lowest bidder.

In 2017, Eurobank cooperated with 657 suppliers, of which 333 are IT suppliers, while the remaining 324 supply other goods and services. In terms of supply contracts, in 2017 the Bank maintained 719 active contracts, of which 354 were concluded for the first time during the year. The total cost of the investments carried out in 2017 stands at to €70.9 million, of which €55 million account for IT projects, while the total administrative operating cost amounts to €217 million.



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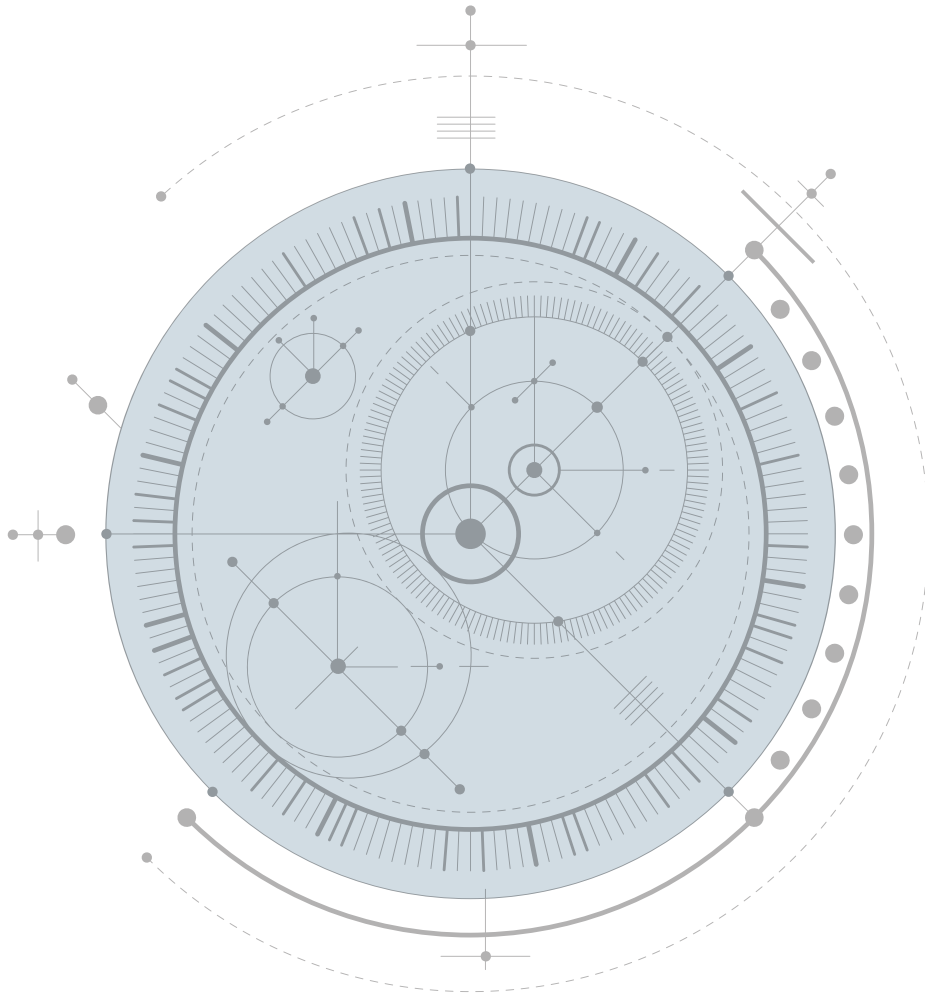
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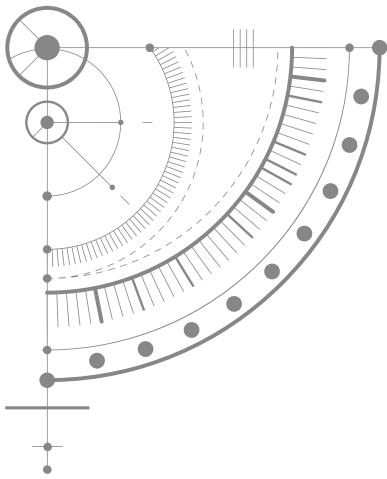
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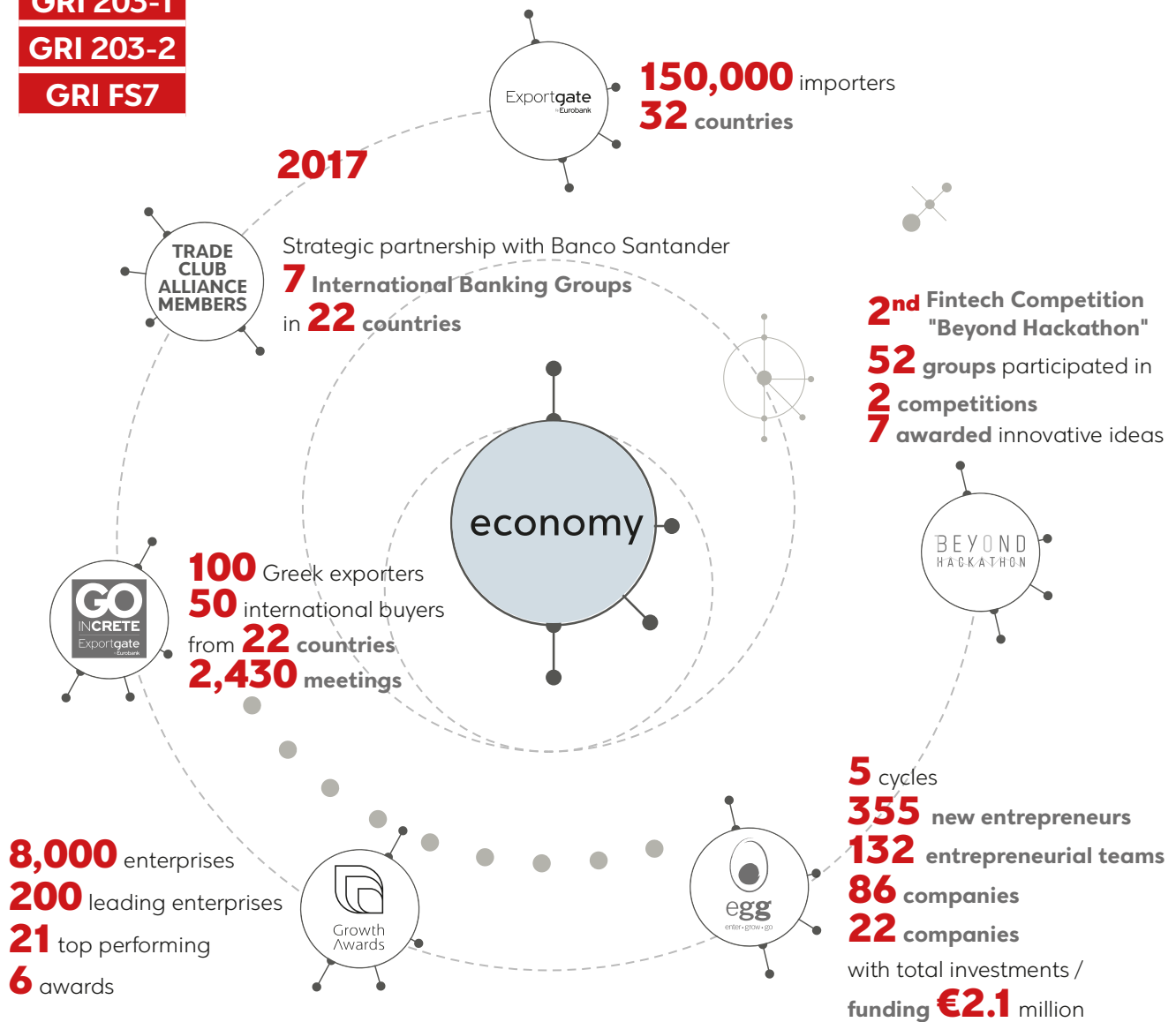
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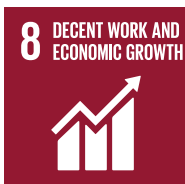
## Extroversion

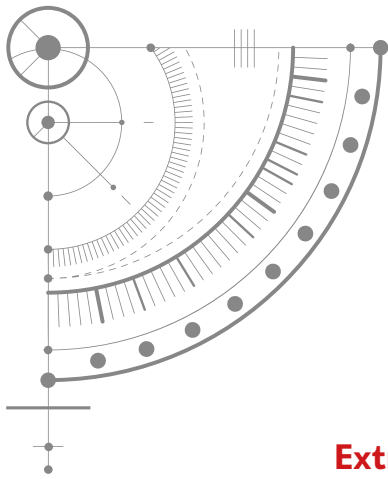
### Go in Crete

With a view to enhancing and supporting Greek exporting enterprises, Eurobank organised in Crete, from 24 to 26 March 2017, the “Go in Crete” Business Delegation, as part of its “Go International” initiative. More than 2,430 pre-arranged meetings were held during “Go in Crete” and more than 100 Greek exporters were offered the opportunity to get in touch with over 50 major international buyers from the USA, the UK, Canada, Russia, Germany, France, Spain, Italy, Sweden, Belgium, the Netherlands, Cyprus, the United Arab Emirates, Qatar, Lebanon, Bahrain, Poland, Romania, Serbia, Ukraine, Estonia and Bulgaria.

At the same time, in the forum held in the context of “Go in Crete”, Eurobank announced its strategic cooperation agreement with the International banking group Banco Santander, under which Greek and Cypriot Exportgate member companies will be able, subject to certain conditions, to join the Trade Club Alliance, a reliable network of companies that focuses on international trade.

The “Go in Crete” initiative is part of large-scale actions focusing on enhancing the Greek economy’s extroversion, which has been a strategic choice for Eurobank since 2009. “Go in Crete” was held under the auspices of the Hellenic Ministry of Foreign Affairs and was jointly organised by Eurobank and the Exporters’ Association of Crete (SEK), the Panhellenic Exporters Association (PEA), the Greek International Business Association (SEVE), the Hellenic Federation of Enterprises (SEV) and the Greek Tourism Confederation (SETE), with the support of the Spanish banking group Banco Santander, the European Bank for Reconstruction Development (EBRD) and the Export Credit Insurance Organisation (ECIO).





## Extroversion

**Tourism** Eurobank is actively involved in initiatives addressing one of the most important pillars of entrepreneurship in Greece: tourism. In this context, for yet another year, the Bank, as a strategic partner of the Greek Tourism Confederation (SETE), supported, among other activities, the SETE 16th Annual Conference on “Tourism and Development”, during which the Bank participated in panels on the sector’s funding and digitisation.

**Exportgate** **Exportgate**, the pioneering b2b trade portal that aims at enhancing the extroversion of Greek enterprises through networking with international companies, is an institutional initiative of Eurobank in collaboration with the country’s three main export organisations: the Panhellenic Exporters Association (PEA), the Greek International Business Association (SEVE) and the Exporters’ Association of Crete (SEK) and the Hellenic Federation of Enterprises (SEV). The portal offers one of the largest electronic libraries on the exports and imports of products and promotes the business networking of Greek and Cypriot companies worldwide. Using the electronic library, Exportgate members can access trade-related information on over 180 countries covering market trends, consumer behaviour, macroeconomic issues, statistics and useful tools. The portal’s members can also consult databases containing information on over 150,000 importers from 32 countries and economic analyses for over 200 million companies worldwide.

In 2017, Eurobank, in strategic agreement with Banco Santander, announced the inclusion of Exportgate in the **Trade Club Alliance**, the world’s first global digital b2b network which is supported by international banks. As a result, Greek and Cypriot Exportgate member companies can now, subject to specific conditions, boost their business activity by participating in an electronic network consisting of thousands of businesses and supported by seven international banking groups in 22 countries. In 2018 this network is expected to expand to more than 30 countries in collaboration with even more international banks, covering a wide range of target markets worldwide.

Members selected to participate in the “Trade Club” will be able to secure an additional credit limit of up to €1,000,000 in order to finance their International Trade transactions. This limit will cover the issue of documentary letters of credit and letters of guarantee, as well as the financing of their supply chain, (for example, payments of import invoices). Provisions for exporting enterprises include financing of orders or documentary letters of credit prior to the issue of the bill of lading for the products and until the final payment for them is received.





## Entrepreneurship

### COSME Programme



Under the COSME Programme, in September 2017 the Bank signed an extension of its original agreement with the European Investment Fund (EIF). With the additional €130 million from the new agreement, the maximum amount of SME financing eligible for inclusion in the portfolio of EIF-guaranteed loans totalled €260 million. The aim of the COSME Programme is to increase financing for small and medium-sized enterprises with reduced collateral requirements and is supported by the COSME Loan Guarantee Facility financial tool. Business financing under the COSME Programme is made possible by the Guarantee provided by COSME and the European Fund for Strategic Investments (“EFSI”), which was established as part of the Investment Plan for Europe. EFSI’s objective is to contribute to the financing and implementation of productive investments within the European Union and offer greater access to financing.

Since the signing of the original agreement on 24.10.2016 and until the end of 2017, the Bank has provided, through COSME, a total of €204 million of financing to 2,100 small and medium-sized enterprises in all sectors of economic activity.

### AFI Programme

Since 2016, the Bank has signed a Cooperation Agreement with the Action Finance Initiative (AFI) involving the provision of microcredit facilities to support both newly-established and existing very small enterprises and self-employed persons. The Programme aims to increase accessibility to financing for the unemployed, self-employed persons and socially vulnerable groups – which are generally deprived of easy access to bank lending – in order to help them establish or develop their own business while also creating new jobs. AFI assumes the pre-selection, training and mentoring of candidates, while Eurobank takes over credit control and financing once the evaluation is completed. The beneficiaries can use the Programme’s funds to meet their needs in working capital or invest in fixed assets, such as for the purchase of equipment, the acquisition or repair of business premises, the purchase of software etc.

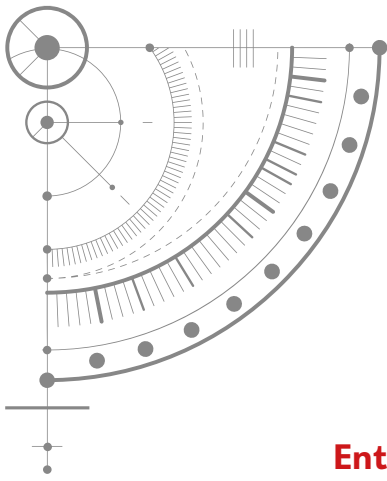
### Partnership Agreement 2014-2020



The Operational Programme “Competitiveness, Entrepreneurship and Innovation” under the Partnership Agreement (PA) 2014-2020 has as its central objective to strengthen the competitiveness and extroversion of enterprises and achieve transition to quality entrepreneurship, 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 enterprises, thus enabling them to take advantage of the PA programmes. In this context, the Business Banking Professional Consultants provide information about the available co-funded programmes of relevance to each enterprise, as well as, via a dedicated telephone line, provides them with information or answers to their questions. In addition, Business Check up service is also available, to diagnose the specific financing needs of interested enterprises. Funding can reach up to 100% of the investment, ensuring the availability of funds required at every stage of the investment.

### Business Banking - Tourism Sector

With a view to strengthening small and medium-sized enterprises operating in the country’s tourism areas, in 2017 the Bank implemented, for the seventh consecutive year, its Business Banking Tourism Sector Programme. This is a comprehensive package of banking products and services developed to meet the needs of tourism enterprises, such as better management of their daily business transactions and coverage of their operational requirements.



## Entrepreneurship

The facilities and services offered include higher returns on deposit products, privileged pricing on devices accepting card-based payments (POS terminals), and discounts on insurance plans. The privileges are further expanded and specialised for enterprises operating exclusively in tourism, with favourable terms offered on banking products that meet the particular needs of each category of each tourism enterprise. Finally, for the first time under the Programme non-banking privileges in collaboration with specialised partner companies, offer opportunities for promotion and networking to those enterprises on social media at significant discounts.

### Business Banking - Agricultural Sector

In 2017, Eurobank launched its Business Banking Agricultural Sector Programme, aimed at the comprehensive coverage of the financial needs of farmers, rural businesses and beneficiaries of agricultural aid, through a package of services tailored to the sector's requirements. Indicative examples include an account for the payment of agricultural subsidies that offers optimal return and the "Agro-carta" banking product, which allows farmers to collect, in advance, 80% of the Basic Payment. The Bank also established an Agricultural Centre providing advice regarding the inclusion of agricultural businesses in the Operational Programme "Rural Development Programme" 2014-2020 and their participation in subsidised funding programmes. For the Programme "Improvement Plans" and the "Rural Development Programme", the Bank offered a comprehensive advisory and support Programme covering the provision of information, the diagnosing of funding needs and the funding of up to 100% of the participants' own contribution.

### Business Check Up

The Business Check up service incorporates Eurobank's new philosophy in serving Small and Medium-sized Enterprises. Using a structured methodology, the needs of each enterprise are accurately recorded and the steps for its future development and needs are planned responsibly.

With the advisory support of the Business Banking Professional Consultant, the most cost-efficient financing proposals are analysed and the solution that will fully meet the liquidity and financing needs of each enterprise is jointly selected. Through a simple process, our customers are notified whether or not their company is eligible for one of the active grant programs.

In the context of our collaboration with ICAP, we compare the financial performance of each enterprise with other similar enterprises operating in the same industry, capturing its operational efficiency against the efficiency of its competitors. At the same time, we facilitate the day-to-day operations of businesses, offering the optimal package of solutions which allow them to perform their daily banking transactions easily and in the most efficient way.

### Growth Awards

Wishing to reward business excellence as a growth driver for the Greek economy, Eurobank, in cooperation with Grant Thornton, established in 2016, the "Growth Awards" for Business Growth and Competitiveness, which aim to become one of the leading awards for business excellence and a means to promote the growth of dynamic enterprises in Greece. The Growth Awards reward enterprises that manage to combine strong financial performance with a successful modern business narrative, contributing to the creation of a new business environment and work culture. Starting with a database of published financial statements

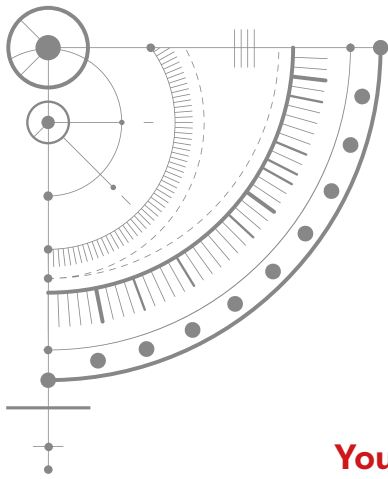
for over 8,000 enterprises operating in Greece, and drawing on the basic financial indicators on which Grant Thornton's "Financial Growth/ Health Matrix" evaluation model is based, as well as on Eurobank's credit rating tools, 200 enterprises were identified matching excellent financial performance with stories that are worth telling and which the 200 candidates were asked to post on the custom-developed website [www.growthawards.gr](http://www.growthawards.gr).

The procedure for designating the winners comprises three stages:

1. The evaluation procedure, carried out by the Research Team, was based on financial analyses and indicators, used to record the financial position and performance of each enterprise over time.
2. This evaluation process identified 200 enterprises which were then requested to submit additional financial information and qualitative data, for evaluation by the Nominations Committee.
3. The Nominations Committee shortlisted 21 enterprises whose data were forwarded to the Award Committee, for the latter to designate six winners following a thorough review of all candidacies. The Award Ceremony, whose members also include Mr. Nikolaos Karamouzis and Mr. Vassilios Kazas, is composed of eminent personalities from the Greek business and academic communities. Upon completion of the evaluation procedure, six candidates were designated as the top performers in the following categories:
  1. "Business Excellence" Award - TITAN GROUP
  2. "Operating/Business Improvement" - DEMO S.A.
  3. "Product & Market Development" – SYSTEMS SUNLIGHT S.A.
  4. "Human Resources and Corporate Culture" - DIAMANTIS MASOUTIS S.A.
  5. "Investment" - ELVIAL S.A.
  6. "Corporate Social Responsibility" - GENESIS PHARMA S.A.

The final winners of the 2nd edition of the "Growth Awards" Business Growth and Competitiveness competition were announced at the official award ceremony, held on 6 February 2018 at the Athens Concert Hall. The event was attended by 2,000 people, including personalities from the country's political and economic scene, as well as representatives from the academic and business communities.





## Youth Entrepreneurship & Innovation

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

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. 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 new 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 transform their business plans, original ideas or prototypes into complete, marketable products and services. The Programme is supervised by a Steering Committee composed of Executives from both organisations. An Advisory Board composed of distinguished scientists, entrepreneurs and experts offers guidance, performs evaluations and makes recommendations about any corrective actions, while 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.

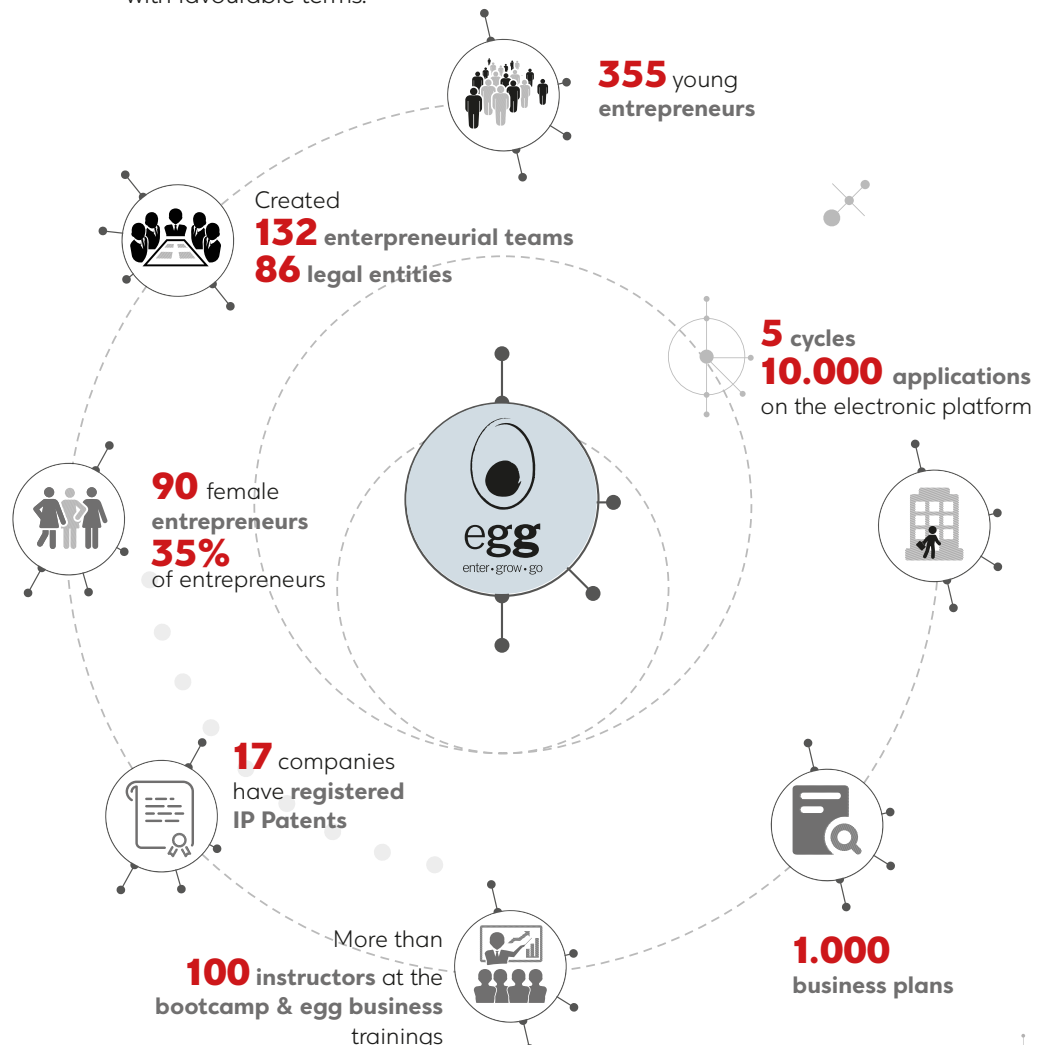
**Egg - enter•grow•go** is structured in three stages:

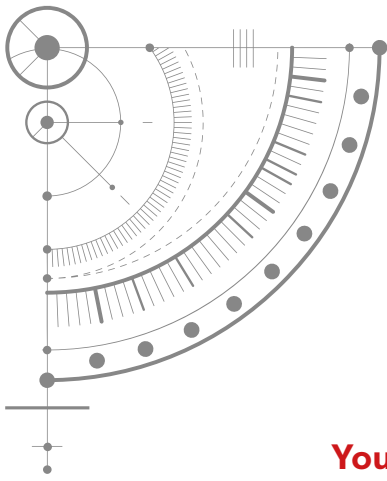
- **enter:** the Programme is open to people aged 18 to 49 with innovative ideas in all sectors of economic activity, who may participate either individually or as business teams. The applicants may submit their proposals in accordance with the specifications of the Call for Proposals; the proposals 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.

### Benefits of the Programme

- 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 entering the "grow" stage of the Programme.

- 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”):
- Financial consultation services and services concerning the search for 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 the teams will develop during the “grow” stage of the Programme.
- A system of financial rewards for the business teams with the best performance on the basis of predefined Key Performance Indicators (KPIs).
- A custom financial-economic programme aimed at covering potential preseed/seed financing needs, both in working capital and in investments in fixed assets, with favourable terms.





## Youth Entrepreneurship & Innovation

### Achievements of the Programme

After five years in operation, the egg Programme has established itself as one of the most complete business acceleration programmes in Greece. It is also highly regarded by both domestic and foreign audiences, 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 five cycles, its business and social footprint is reflected in the following:

- 355 young entrepreneurs created 132 entrepreneurial teams.
- 86 entrepreneurial teams have acquired a legal entity and have a total of 211 employees.
- 33 companies were established, achieving a total turnover of €1.1 million in 2016.
- 22 companies have received a total of €2.1 million in funding / investment capital.
- 15 companies have received €0.5 million of total funding from Eurobank.
- 6 companies have filed for a patent.
- 72 partnerships have been created between egg alumni companies.

### Extroversion Programme

Every year, educational and Business Delegation 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 36 egg companies have travelled to the above destinations. An excellent such example is the business trip to MIT in Boston, organised with the support of eminent teachers, entrepreneurs and business angels for 10 Greek companies active in education, and their networking with the Greek diaspora in Boston and with Greek-American entrepreneurs.

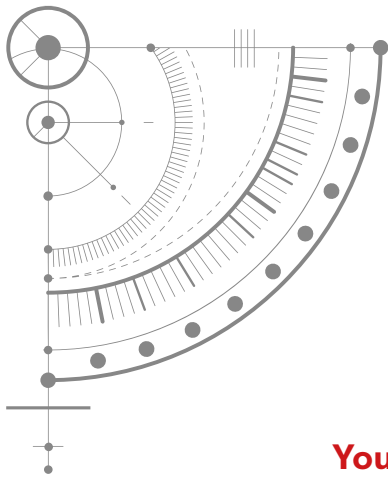
### Exportgate-egg synergies

The Exportgate international trade portal helps **egg-enter•grow•go** companies that have an exportable product or service to network the global market and look for synergies for their products around the world. It gives them access to sophisticated tools and specialised information sources to help them develop their commercial activity.

**EQFM “Recognised  
for Excellence 3 Star”  
International Business  
Excellence Certification**

The egg Programme has linked its growth with innovation, entrepreneurship and excellence, making the EFQM certification a component of its identity and culture. From this perspective, the Programme will continue to invest in its improvement, so as to ensure sustainable growth for startup entrepreneurship, as it always gives priority to young people and their ideas.





## Youth Entrepreneurship & Innovation

### 2nd “Beyond Hackathon” FinTech regional competition

The **2nd “Beyond Hackathon” FinTech regional innovation contest**, aimed at promoting open innovation in the financial services technologies (FinTech) and banking applications industry, was organised in collaboration with partner companies Foundation and The Cube, from 17 to 19 March.

At the commencement of the Beyond Hackathon Contest, bank executives from various fields of operation presented actual case studies and relevant challenges, inviting the contestants to be inspired by them, choose the area of their pitching and, working together with their mentors, propose solutions. The case studies presented were representative but not exhaustive, thus allowing contestants to come up with a broad range of innovative ideas and proposals during their pitching, in day two.

In addition to individuals, participation in the 2nd “Beyond Hackathon” FinTech regional contest was also open to legal entities (startups) established after 2012. An important condition for all participants was that the product or service they would present should be a new one, developed during the contest only.





The Eurobank Application Programming Interface (API), which the Bank made available to the participants, placed more features at their disposal, while throughout the duration of the competition, the participants had access to support from the Bank's IT Division. Moreover, the participants had the opportunity to attend a speech given by Mrs Efi Pylarinou, recipient of a "Women in Fintech 2016 Power List" award, as well as to accept mentoring from experts (business executives and entrepreneurs) in technology, entrepreneurship, design, marketing, etc.

During the competition, the participants developed and presented their ideas to the Jury (composed of entrepreneurs, venture capitalists and Eurobank Senior Executives), competing for one of the competition's three cash prizes (set at €5,000, €3,000 and €2,000).

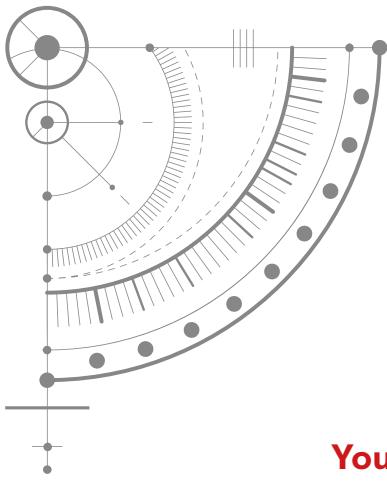
This year, Eurobank sought to bring closer the 2nd "Beyond Hackathon" FinTech regional competition and the **egg – enter•grow•go** Programme, encouraging participants who met the Programme's entry criteria to submit their business plans to the Programme's 5th cycle, in order to be able to further develop their idea under the Programme, should they qualify for participation. From the total number of participants in the 2nd "Beyond Hackathon" regional competition, four joined the egg Programme and are already developing their business idea.

The 2nd "Beyond Hackathon" FinTech regional competition was sponsored by world leaders in technology and financial services, the Group subsidiaries, Greek business organisations and academic institutions.

"Beyond Hackathon" was first launched in 2016. It is the first regional Hackathon competition in Greece focusing on the FinTech industry. In the competition's two successful editions to date:

- 7 innovative ideas, services and products have won awards, while 6 cash prizes and 1 special prize have also been presented to participants.
- 52 teams have participated in the competition's two editions.
- More than 320 entries for participation were submitted by people from Greece, Bulgaria, Romania, Serbia and the UK.

With the "Beyond Hackathon" competition, we highlight innovation as a competitive advantage and promote collaboration between domestic and international innovative FinTech ecosystems.



## Youth Entrepreneurship & Innovation

### **Koubaroupoli: a new pioneering app for smartphones**

The new ground-breaking Koubaroupoli (“piggy bank city”) app helps children between the ages of 4 and 11 play, learn and save.

The Bank's Innovation Centre developed the Koubaroupoli app with a view to taking the classic, favourite piggy bank in to the digital era, while also offering educational and entertaining content.

Through an appealing digital experience and using modern-day language, Koubaroupoli familiarises parents and children with the value of saving and promotes financial literacy.

Koubaroupoli was designed according to the standards of the applications used by children (digital natives) and uses leading-edge technologies such as Augmented Reality (AR). In Koubaroupoli, the traditional piggy bank of the New TT Hellenic Postbank comes to life thanks to the AR technology, thus making the educational game more interactive.

Eurobank is the first bank in Greece to integrate AR technology into one of its applications, while Koubaroupoli is the very first financial literacy app for which content was developed in Greek.

The educational and entertaining content of Koubaroupoli has been certified by educators and child psychologists of the Society for School and Family Counselling and Research (ESOSE), has been created based on modern pedagogical foundations and has built-in audio navigation messages that allow it to also be used by children who cannot read yet.

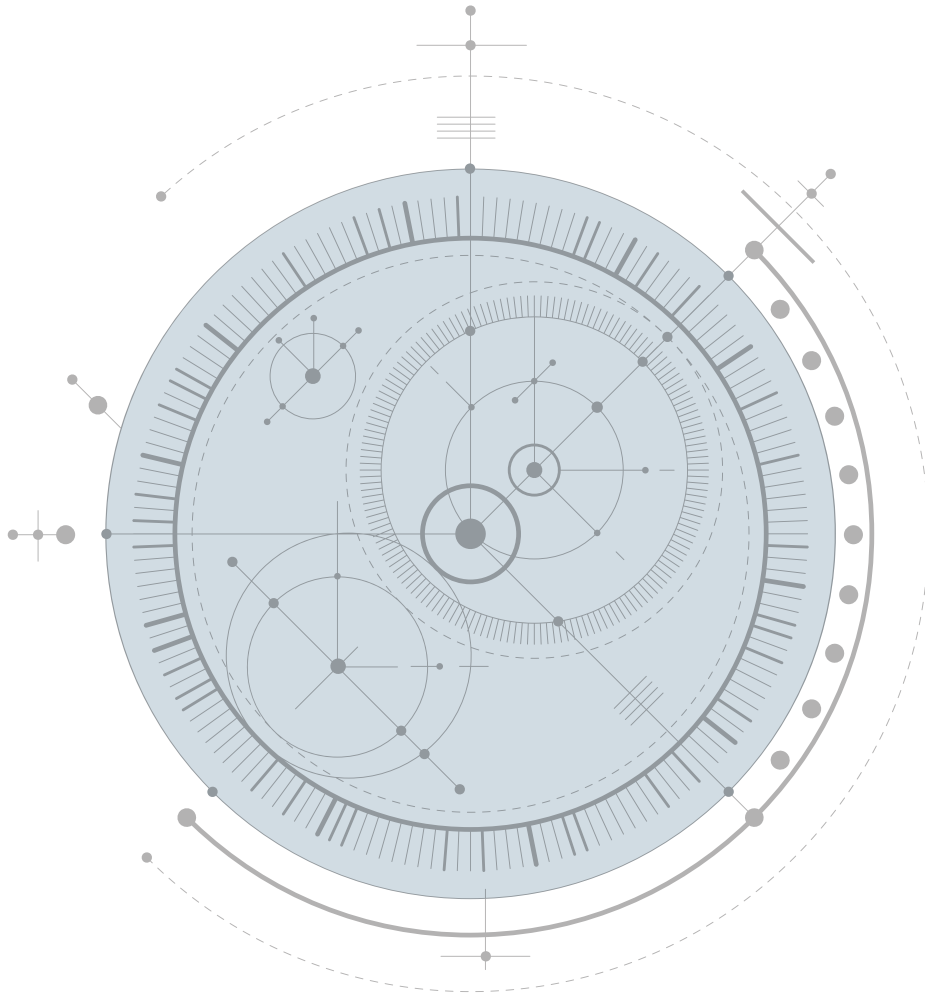
The Koubaroupoli app was launched in October 2017 as the communication vehicle for the Bank's promotion of World Savings Day. The app is available for iOS and Android mobile devices.

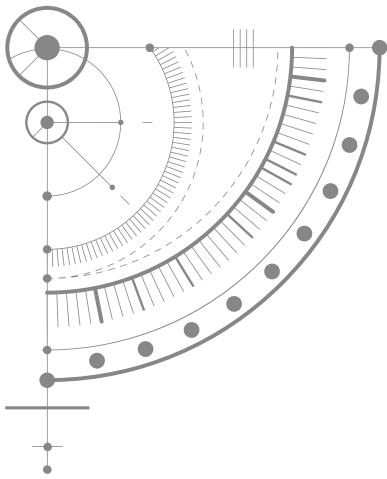


**Encouraging  
Innovation  
& Digital Skills  
Development**

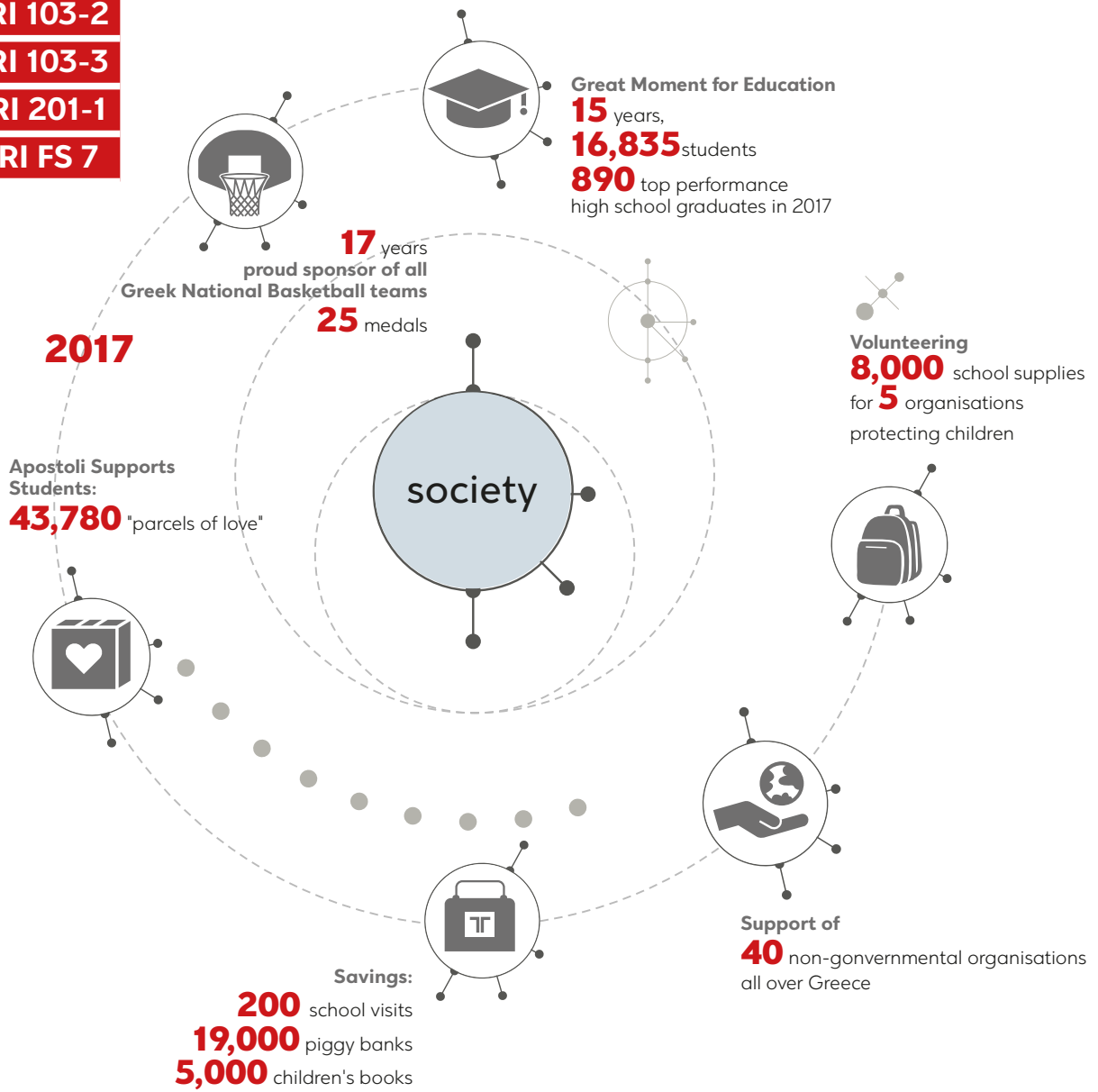
To promote innovative thinking and foster the spirit of entrepreneurship within the Bank, the Eurobank Innovation Centre organises events to encourage creativity and provide the means for the development of innovation. In September 2017, the “Digital Transformation is in Order” event was held. Over 300 Eurobank Executives attended lectures given by established international speakers on how the digital revolution is reshaping financial industry organisations. In his speech, distinguished FinTech & InsurTech influencer Spyros Margaris outlined the challenges and discussed the benefits brought about by technological developments in the banking sector, focusing on how FinTech companies have managed to impact customer functions, satisfaction and behaviour. Nikos Mylonopoulos, Associate Professor of Digital Business, ALBA Graduate Business School at The American College of Greece, analysed what should be the management principles which large organisations will need to embrace in order to respond successfully to the challenges posed by the digital era. Finally, Paul Cobban, MD, DBS Bank Chief Data & Transformation Officer, shared with his audience the DBS Bank’s path to digital transformation, the experiences and the difficulties that arose and the way in which these were overcome, so as to make DBS one of the most innovative banks worldwide. Finally, the Innovation Centre, in collaboration with the Human Resources General Management, is planning seminars, develops practical tools, and provides ongoing access to relevant information and knowledge, in order to inform the Bank’s Executives of the latest technological developments and enhance their digital skills.

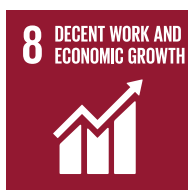




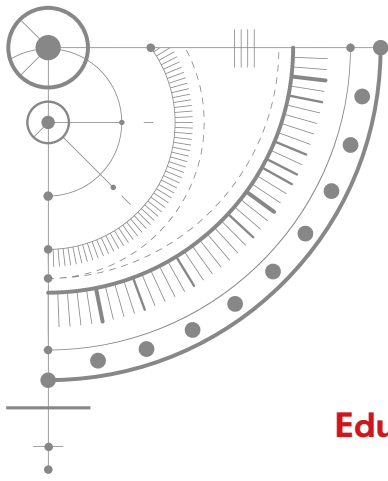


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Firmly believing that responsible corporate organisations must contribute to social and economic stability, Eurobank consistently implements a series of initiatives to support society and create conditions for development and growth. In this context, the Bank consistently rewards **excellence in education, supports sports, promotes culture and undertakes large-scale initiatives to support healthy entrepreneurship, extroversion and innovation.** In parallel, in 2017 the Bank remained committed, for yet another year, to supporting **socially vulnerable groups** through a series of actions to provide material support but also to deliver a message of solidarity and hope.



## Education

Rewarding excellence in education is a key pillar of the Eurobank Group's corporate 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 enter the labour market, and on preventing the “brain drain” phenomenon. Fair play and maximum talent utilisation 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 efforts for self-improvement and the utilisation of personal skills.

Education has a decisive impact on both society and the economy, not only through the moral principles it conveys but also through the practical knowledge and tools it offers to the new generation. In this context, in 2003 Eurobank launched “The Great Moment for Education” Programme.

The Programme, which presents awards to high-school graduates from all over Greece who achieve top marks in the annual national university admission exams, was held with great success in 2017, for the 15<sup>th</sup> consecutive year. The Programme's primary goal is to reward the efforts of young people to acquire knowledge, as well as to highlight excellence as an example for others to follow and as a driving force for the future. Especially in the current climate, in which the constant outflow of young scientists from the country is all too frequent, providing incentives to young people and opening up prospects for them to stay in the country, in tandem with recognising their abilities, are extremely important.

At the same time, the Programme's country-wide coverage allows Eurobank to take part, as an active stakeholder, in efforts to support local communities and top-performing students. In the 2016-2017 school year, awards were presented to 890 top-performing students in eight cities across Greece: Athens, Thessaloniki, Patra, Heraklion, Volos, Ioannina, Veria and Tripoli. The awards were accompanied by a €800 prize. In the 15 years during which the Programme has been running, a total of 16,835 students have been awarded, many of whom are now distinguishing themselves in the economic, academic and scientific life of Greece.





## Social Solidarity

Despite the difficult economic situation, in 2017 Eurobank continued to support a significant number of non-profit and charitable organisations, mostly involved in child protection.

### **“Apostoli” (“Mission”) of the Holy Archdiocese of Athens**

In recognition of the importance of the social work accomplished by “Apostoli” (“Mission”), the charity organisation of the Holy Archdiocese of Athens, in 2017 Eurobank continued to support the “Apostoli supports Students” programme. The Programme is implemented in cooperation with the Greek Ministry of Education, Research and Religious Affairs, and aims to offer support to families of primary and secondary school students facing problems in securing food, in a manner that ensures their anonymity and dignity and maintains smooth relations within the school environment. With Eurobank’s exclusive sponsorship, “Apostoli” distributed more than 43,780 “parcels of love” containing food supplies, covering a small but essential part of the daily nutritional needs of students and their families.

### **Support for Public Welfare Organisations**

In 2017, the Eurobank Group supported approximately 40 non-governmental organisations and institutions, active both in Athens and across Greece, which mainly support children and socially vulnerable groups.

### **Coeurs pour Tous Hellas**

In 2017, Eurobank supported, for yet another year, the humanitarian foundation Coeurs pour Tous Hellas (Hearts for All). This is the Greek branch of the Coeurs pour Tous foundation established in 1998 in Geneva by Professor Afxentios Kalagos, to support poor children with heart disease. Professor Kalagos and his team have operated on over 15,000 poor children worldwide on a pro bono basis. Coeurs pour Tous Hellas was established as a non-profit organisation in 2015 to support children in Greece suffering from congenital cardiopathy, as a practical commitment and contribution to Greek society and to young patients from poor families.

### **“The Smile of the Child” & “SOS Children’s Villages Greece”**

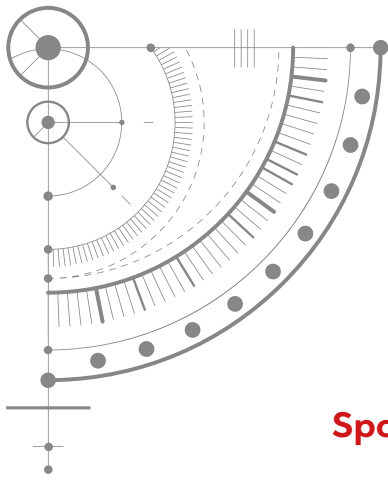
Focusing on initiatives that assist children in real need, the Bank, continues to support the organisations “To Hamogelo tou Paidiou” (“The Smile of the Child”) and “SOS Children’s Villages Greece”. The Bank hosts their special donation boxes in units of the Eurobank Branch Network and the New TT Branch Network.

### **“PNOE – Friends of Children in Intensive Care”**

For the past 17 years, Eurobank has been steadily supporting the work of the “PNOE – Friends of Children in Intensive Care” non-profit organisation, helping it realise its objective, which is to create and assist, by donating material and equipment, Paediatric Intensive Care Units and to provide support to children hospitalised in Intensive Care Units and to their parents.

### **“Fashion Targets Breast Cancer” Campaign**

The Bank’s collaboration with the “Fashion Targets Breast Cancer” (FTBC) campaign started in 2004, with the launch of the EuroLine Style card, the very first women-only credit card. For the past 14 years, Eurobank has been consistently supporting the campaign’s efforts in Greece, actively contributing to the attainment of its goals, which are to inform women and raise awareness among them of the importance of prevention and timely diagnosis of breast cancer.



## Sports

Participation in top-level sport competitions shows the value of personal effort in striving to push one's limits and achieve success. It also promotes team spirit and the sense of being part of a larger group which supports and motivates its members to gain distinction. For many years now, Eurobank has stood by Greek athletes, whose efforts are invaluable examples of ethos, persistence, commitment and self-discipline, that make all of us proud.

### Hellenic Basketball Federation

For 17 years, the Eurobank Group has been the proud sponsor of all Greek National Basketball Teams. This is the longest active sponsorship in Greek sports and one of the longest in Europe. Greek Basketball has demonstrated that teamwork, persistence and discipline in the effort to achieve targets are key drivers for distinction and success.

This sponsorship has proven to be one of the most successful, as Greek Basketball has brought home a total of 25 medals.

2017 began with the distinction of the Women's National Team, which won fourth place in the Eurobasket Women 2017 championship, a record-best result for the national team which also gave it a qualifying ticket for the 2018 FIBA Women's Basketball World Cup. The Young Women's National Team also had a strong performance, participating in the FIBA European Under-16 (U16) Championship for Women and making it to the event's Division A.

In men, the Young Men's National Team won the gold medal in the 2017 FIBA Europe Under-20 (U20) Championship, hosted in Crete in July. Finally, 2017 also saw the launch of the National Men's Basketball Team's effort to qualify for the 2019 FIBA Basketball World Cup, which will be hosted in China.

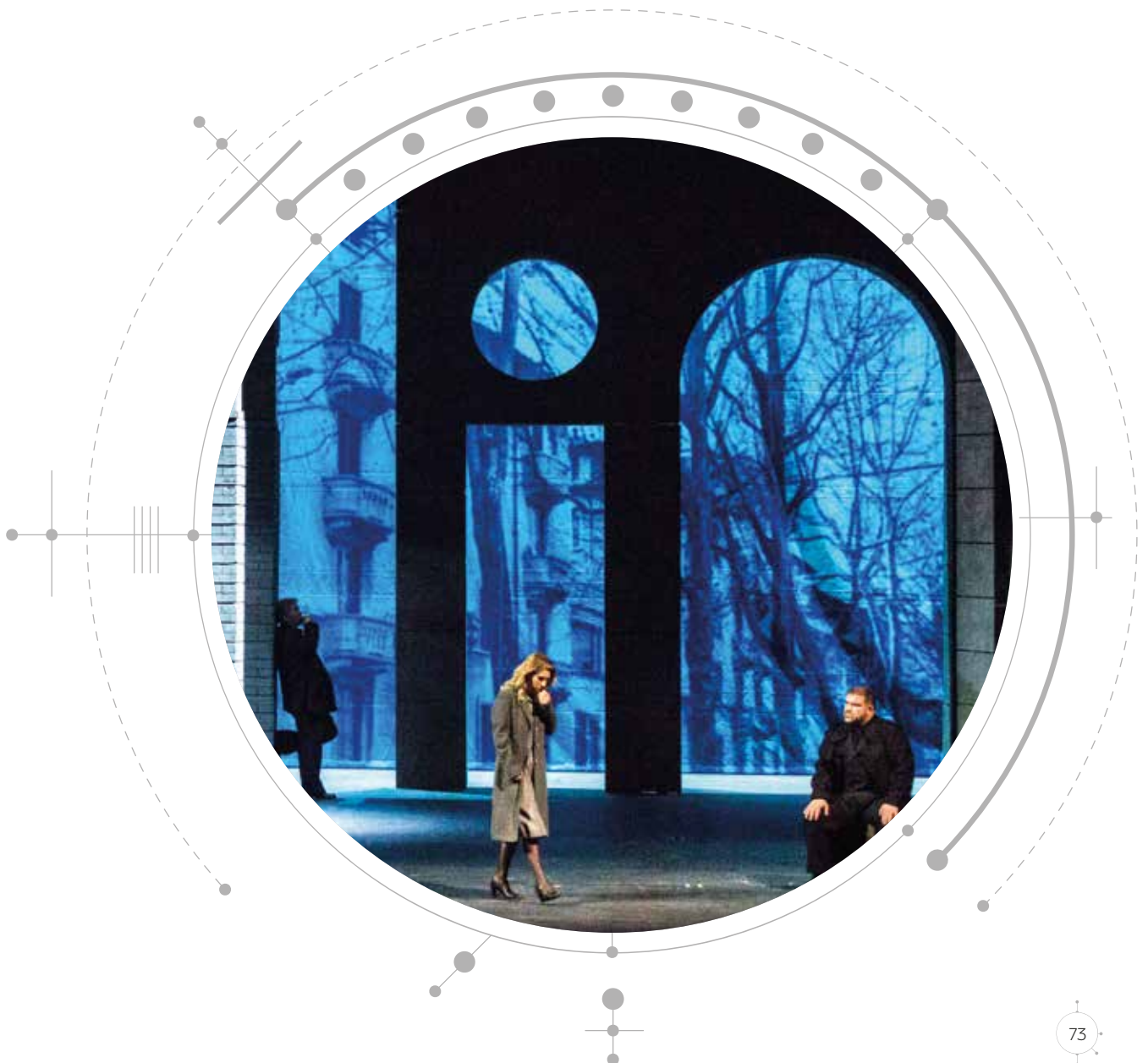


## Culture

The Eurobank Group's involvement in supporting and promoting culture has been a long-standing tradition since its very inception. Deeply convinced that all opportunities for cultural development must be encouraged, Eurobank is actively helping get the public acquainted with classical, as well as modern cultural creations.

### Greek National Opera

Eurobank was the exclusive sponsor of the Greek National Opera's production of Giuseppe Verdi's opera "Rigoletto". Directed for the stage by Nikos Petropoulos, "Rigoletto" ran for four performances at the Stavros Niarchos Foundation Cultural Centre.





## Savings

Respectful of the Hellenic Postbank's history and tradition, Eurobank continues to support the concept of savings and cultivate a savings-aware culture among young people. In October, Eurobank's executives visited 200 schools throughout Greece, as per the Bank's established tradition, and offered 14,000 piggy banks to children. Moreover, two major events were held in Athens and Thessaloniki, during which a total of 5,000 piggy banks and 5,000 books with children's stories were distributed. The celebrations culminated with the visit of the Bank's Top Management to the Primary School of Vrissa in Lesvos, and with an event held at the Mytilene Branch of the New TT Branch Network. The book entitled "The Most Beautiful Treasures", created in 2016, was again available throughout October at the Units of the New TT Branch Network, as well as in electronic form.

The book's electronic version, accompanied by important information about the history of the Hellenic Postbank, is posted on the custom developed microsite [www.apotamieysi.gr](http://www.apotamieysi.gr), which has won numerous WebEx awards.

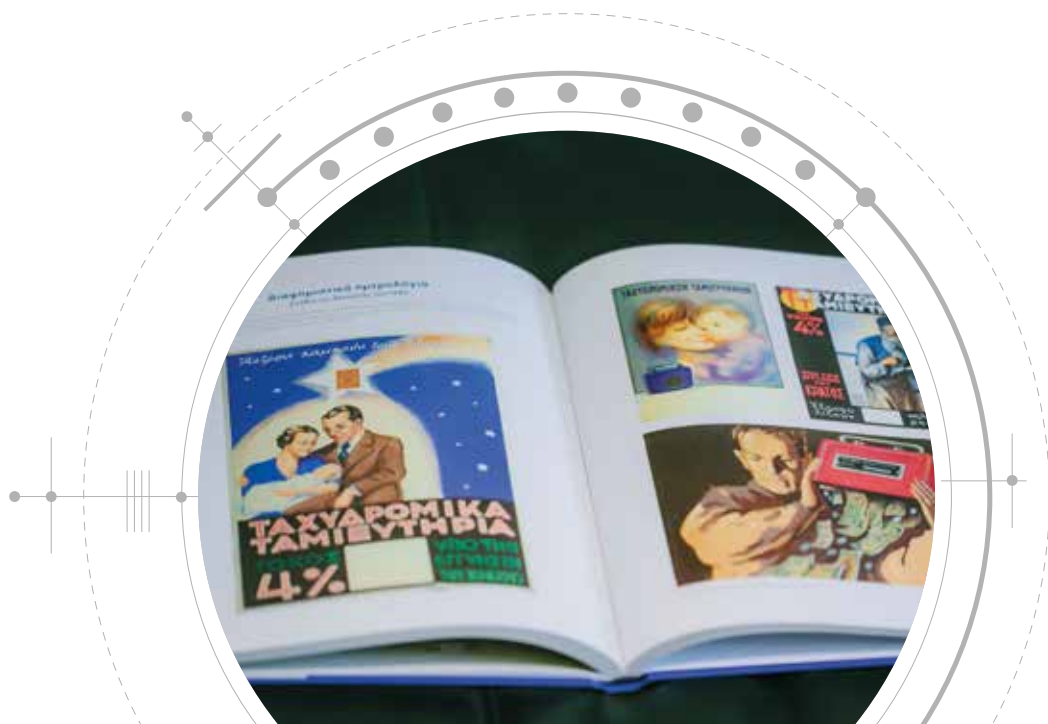


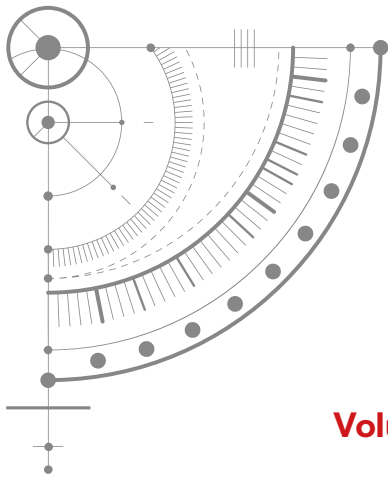
ΟΙ ΠΙΟ  
ΩΡΑΙΟΙ  
ΘΗΣΑΥΡΟΙ

## Historical Archives

In 2017, the Eurobank Historical Archives completed a number of activities:

- Received from the Konstantinos S. Kapsaskis Foundation its Archives, donated for use and further exploitation and containing valuable material regarding the operation of Ergasias Bank and its founder Konstantinos Kapsaskis. The Foundation's Archives (Collection) were fully catalogued, classified and indexed and are today kept at the central repository of the Eurobank Historical Archives.
- Recorded, classified and indexed the official archive of the Bank's founder Georgios Gontikas, which contains important sources of information regarding the establishment of the Euromerchant Bank and the operation of Eurobank.
- Created a first, small Numismatic Collection, comprising Greek and foreign coins and commemorative medals.
- Served, in collaboration with the Centralised Services Division, all requests from the Bank's Units from all over Greece regarding the maintenance/destruction of departmental records, also carrying out on-site inspections of the repositories of Units in the Attica region, where this was considered necessary.
- Continued activities regarding the recording, classification and description of new incoming material from the Bank's records and collections. In this context, the processing of part of the old records of the Hellenic Postbank's Personnel Division and the publication series of Ergasias Bank was completed. The collections of museum exhibits of Ergasias Bank and Eurobank were enriched with the addition of new items.
- The Library and the Digital Library of the Eurobank Historical Archives were enriched with new publications and magazines. Part of the photographic archive of Hellenic Postbank was also digitised, with digitisation activities also extending to the Annual Reports of the Hellenic Postbank and Ergasias Bank.
- Finally, the Eurobank Historical Archives provided expertise on issues related to the organisation's historical archives and collections, particularly to students of the Department of Library and Information Systems as part of their internships.





## Volunteering

Supporting society, especially vulnerable groups of the population, is integral to Eurobank's identity and tradition. In tandem with the financial support offered to numerous non-profit organisations, the Bank has been involved in numerous volunteering initiatives that brought its employees closer to people in need.

### Oloi Mazi Boroume (Together We Can)

From the very first "Oloi Mazi Boroume" race organised by SKAI radio and television channel, Eurobank has been supporting this initiative with its own team of runners, drawn from its personnel, as well as by offering vouchers to purchase food supplies. In the 5 races organised so far, our Group has participated with a total of 540 runners.

### 3<sup>rd</sup> Nea Smyrni Historic Run

The Group offered employees and their families the opportunity to participate in this major cultural and sporting event which was organised for the third consecutive year by the Municipality of Nea Smyrni, Athens. The Eurobank team consisted of 121 employees with their family members.

### "SYZOI" Thessaloniki

Since 2015, the Eurobank Group has been supporting the activities of the "SYZOI" association in Thessaloniki, by setting up a team to take part in the "Syzathlos" race. Overall, more than 220 employees and partners have taken part in the race, which is intended to support the work of the "SYZOI" association.

### Special Lyceum at Ilion

Group employees collected and sent 800 kilos of bottle caps to the Ilion Special Lyceum in Attica, as a contribution to the School's recycling activity towards the purchase of wheelchairs. Given that one ton of caps is equivalent to €500, the donation amount is estimated at €400.



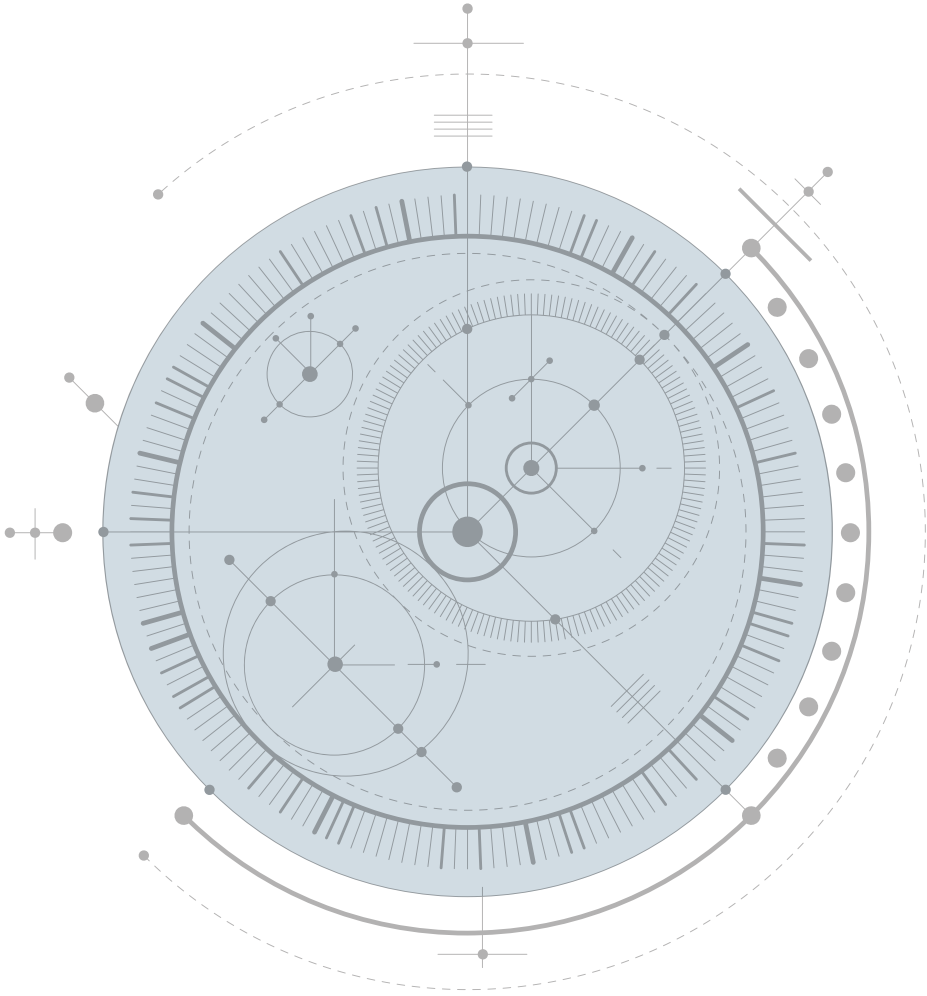
- P.R.A.K.S.I.S** In 2017, Group employees donated clothes to the Association “PRAKSIS – Social Support and Medical Cooperation Development Programmes”.
- PISTI (FAITH)** Group employees organised a Christmas bazaar with home-made creations. The bazaar’s proceeds amounted to €1,000 and were offered to the “PISTI (“Faith”) - Association of Parents and Children with Neoplastic Diseases”.
- “The Other Man”  
Social Soup Kitchen** At Easter, the Bank’s employees supported the Social Kitchen “The Other Man” by providing the necessary ingredients and cooking 140 food portions for people who cannot meet their basic food needs.
- Support for the people  
affected by  
the flood in Mandra** Responding to the need for support after the disaster that hit the area of Mandra in Attica, Group employees collected and delivered to the Red Cross household goods, food supplies, clothes, personal hygiene articles etc.
- Boroume (We Can)** In 2017, the Bank offered 144 ration packs to the non-profit organisation “Boroume”, whose purpose is to limit food waste and combat malnutrition in Greece.

In addition to the above actions, employees collected over 8,000 school supply articles, as well as money, which they offered to 5 organisations that support children and families in need.



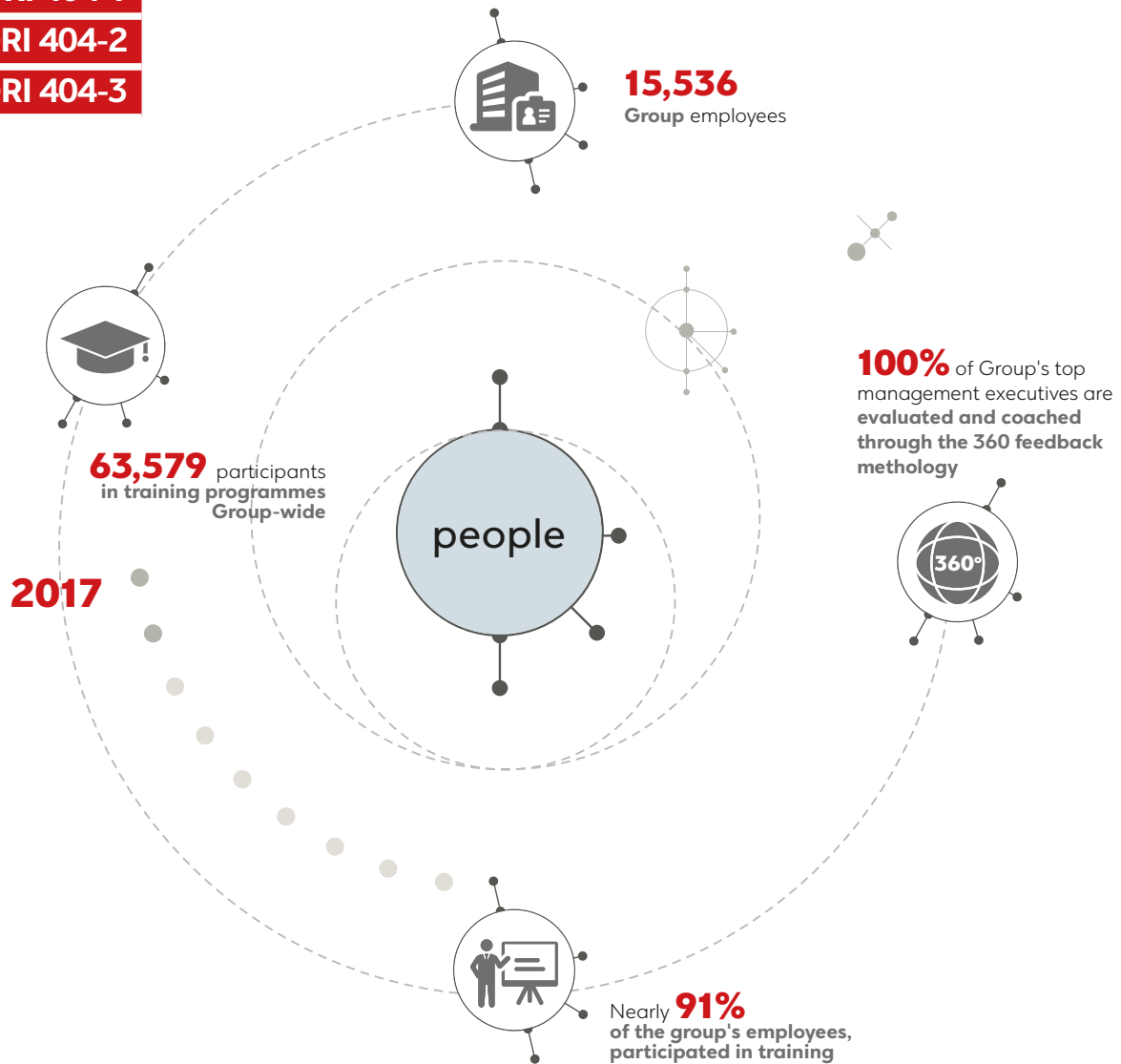


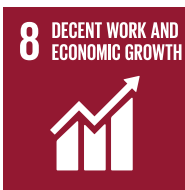
# PUTTING OUR PEOPLE FIRST





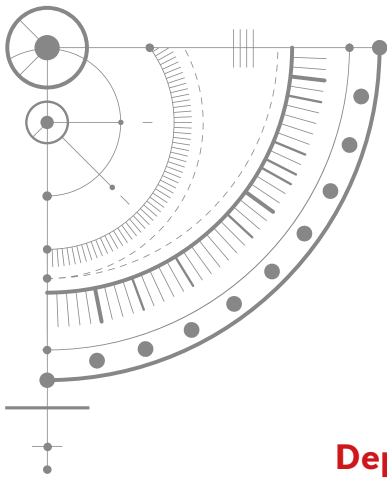
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Eurobank’s human-oriented culture is reflected in its “Putting you first” motto, which emanates from the Bank’s choice to give priority to supporting its people and helping them evolve. For 2017, the key pillars of the Bank’s human resources management policy were the following:

- Active and systematic deployment of the Group’s human resources.
- Emphasis on the new generation, through the implementation of innovative internship/employment programmes such as “BeAPro”, “Business Day” and internship.
- Support of major restructuring projects in the Group’s business units, based on the macro-economic environment needs.
- Systematic coverage of staff training needs. It is worth noting that, in 2017, 90.8% of the Group’s personnel received training.
- Focus on each employee’s career development through the new “Axiopio” system for performance development.
- Formulation of the Organisation’s new Values, aimed at strengthening the common culture among the employees and the identification of their identity.



## Deployment of Human Resources

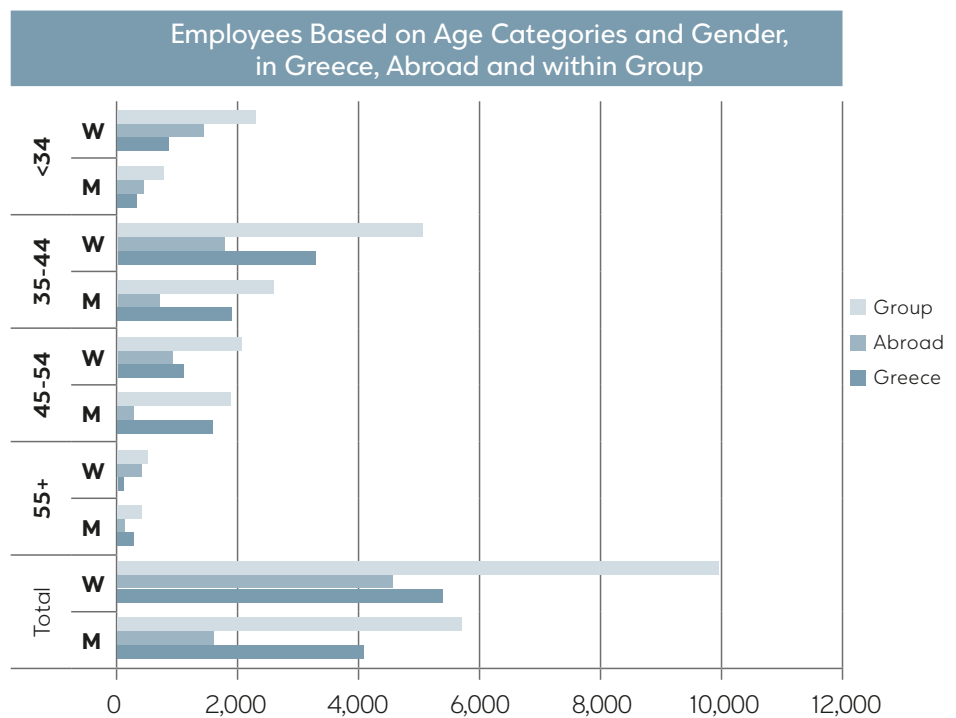
- Strengthening the Employee Recognition Framework through the new “On Focus” programme, created to reward the behaviour of employees who make Eurobank's strategic directions their daily practice.
- Focus on the simplification of procedures and policies applied, so as to constantly improve our people's daily work experience within the Group.

The Bank's aims for 2018 are the following:

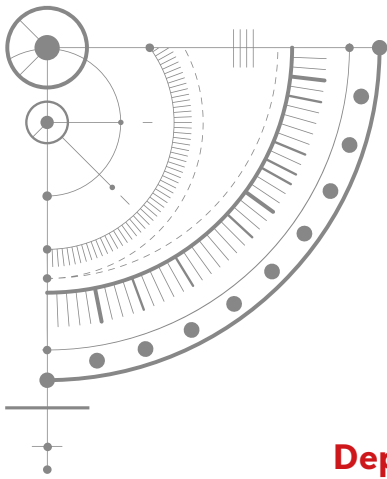
- To support the Group's digital transformation, through initiatives intended to reinforce staff behaviour and skills, enabling employees to flexibly respond to the Group's operational changes and adopt a positive attitude towards change and advances in technology. In this context, the Group's new Intranet Site will be launched during the year and is expected to provide an enhanced digital experience to employees, while also simplifying their daily work activities.
- To launch new HR methodologies and systems to promote the concept of ongoing learning and career development, in line with modern international standards.
- To implement a raft of improvements and simplifications in procedures, aimed at limiting bureaucracy and providing better service to staff.
- To present a comprehensive corporate volunteering programme serving the UN's Sustainable Development Goals (SDGs) and giving employees the opportunity to offer volunteer work during their working hours.

**Employment** By the end of 2017, the Eurobank Group, including the Bank and its subsidiaries, employed 15,536 staff members (of whom 60.62% in Greece, 39.38% abroad). More specifically:

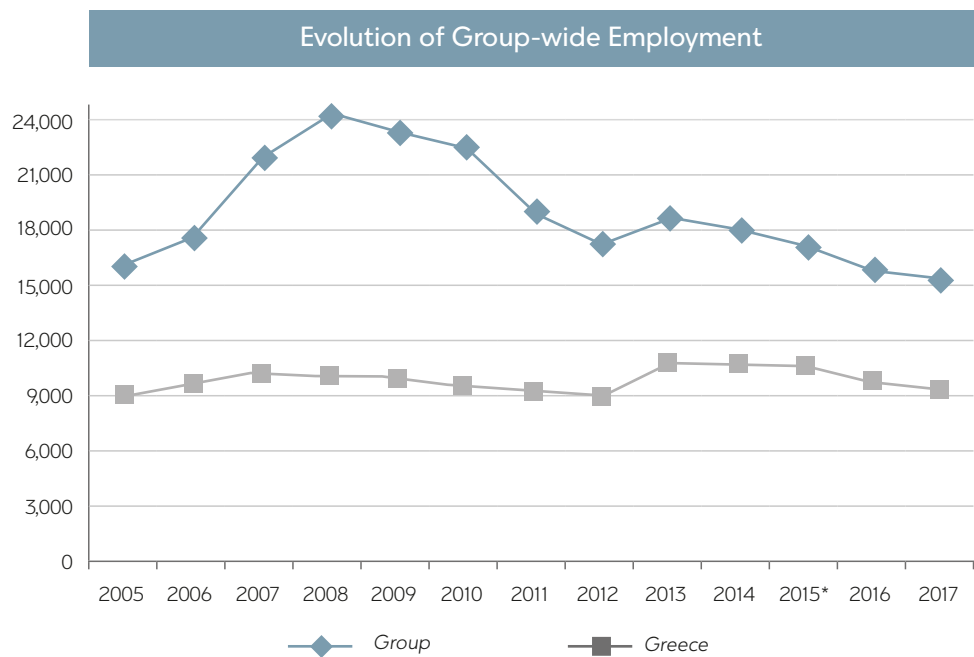
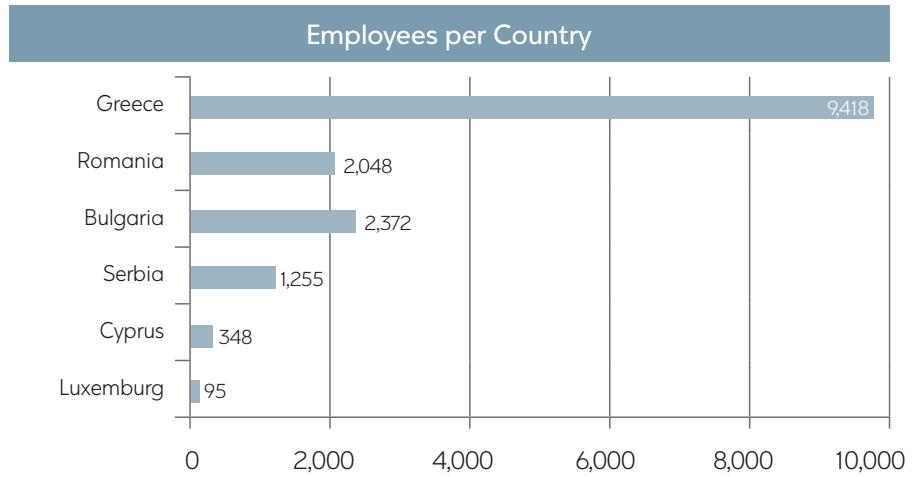
- 69.01% of the headcount is less than 45 years old, with the majority being 35-44 years old, both in Greece and Group-wide.
- Gender distribution is evenly balanced, with women accounting for nearly 57% of all employees in Greece and 63.57% Group-wide.



The age distribution of the headcount in the groups <34 and 35-44, in conjunction with the gender distribution, illustrates the equal opportunities policy that the Group applies. Beyond Greece's borders, the Group currently employs 6,118 people in 5 different countries.



## Deployment of Human Resources



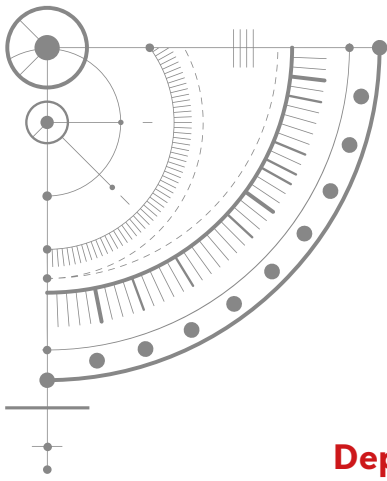
\* In 2015 Eurolife ERB is included

Geographical Distribution of Employees in Greece (Bank & Subsidiaries)			
Gender	Men	Women	Total
Attica	2,963	3,880	6,843
Thessaloniki	322	364	686
Rest of Greece	780	1,109	1,889
<b>Total</b>	<b>4,065</b>	<b>5,353</b>	<b>9,418</b>

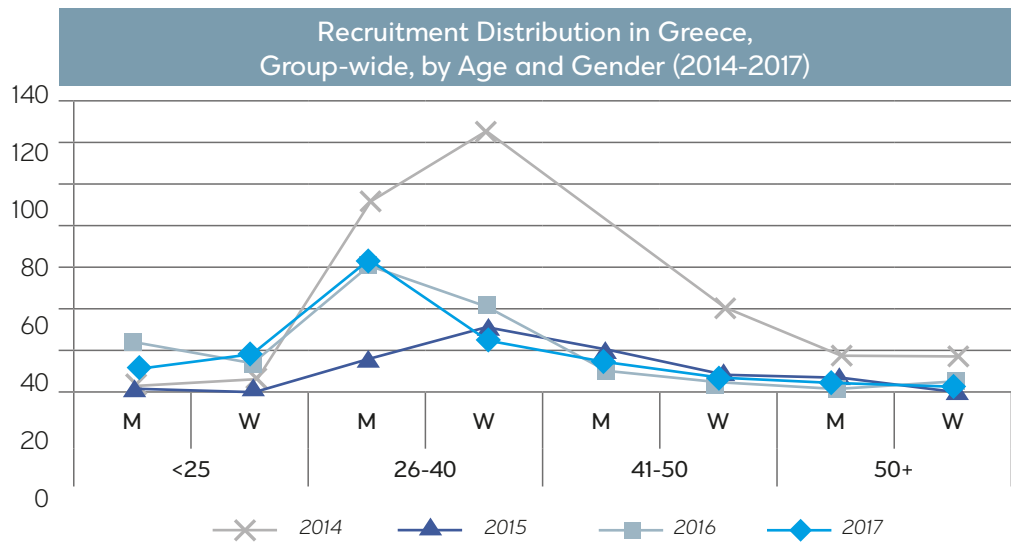
Distribution of Employees by Employment Type – Greece (Bank & Subsidiaries)			
Gender	Men	Women	Total
Open-ended contracts	4,023	5,331	9,354
Fixed-term contracts	42	22	64
<b>Total</b>	<b>4,065</b>	<b>5,353</b>	<b>9,418</b>

Distribution of Employees by Employment Type (Abroad)			
Gender	Men	Women	Total
Open-ended contracts	1,526	4,191	5,717
Fixed-term contracts	69	332	401
<b>Total</b>	<b>1,595</b>	<b>4,523</b>	<b>6,118</b>

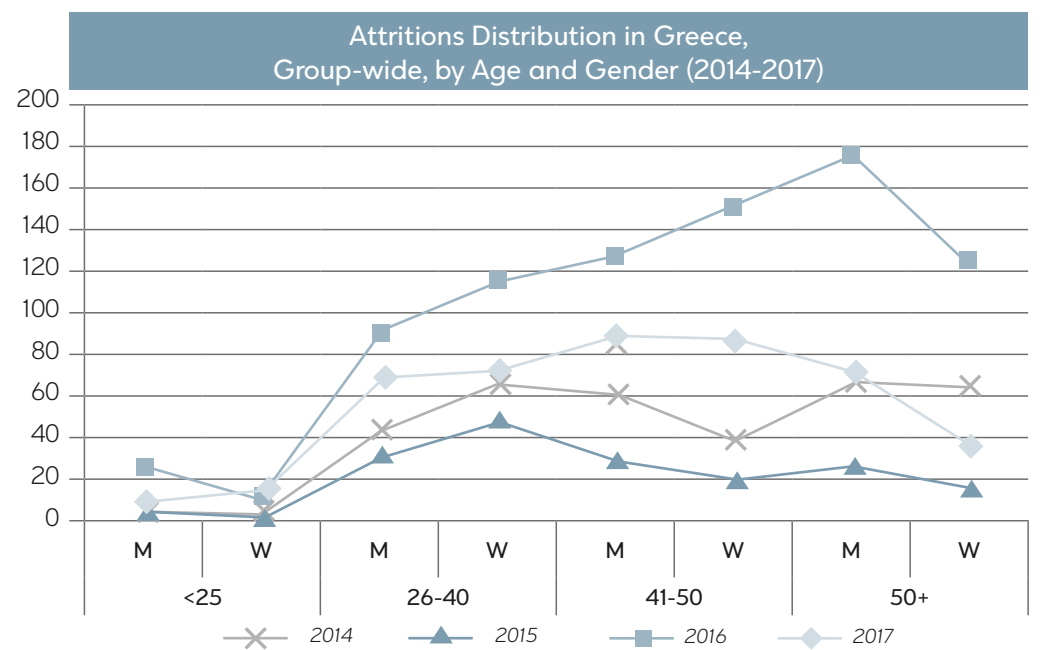
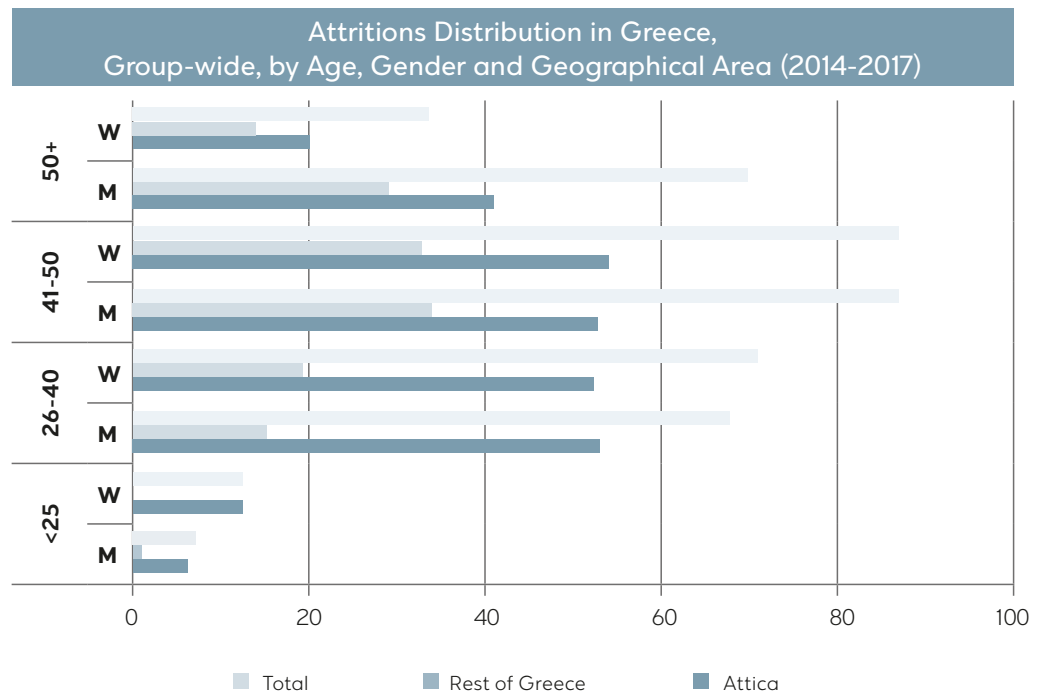
Distribution of Employees by Employment Type (Group Wide)			
Gender	Men	Women	Total
Open-ended contracts	5,549	9,522	15,071
Fixed-term contracts	111	354	465
<b>Total</b>	<b>5,660</b>	<b>9,876</b>	<b>15,536</b>

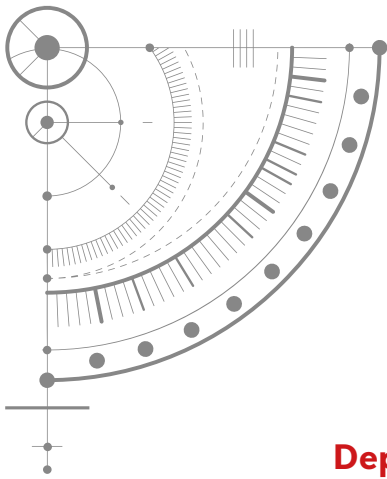


## Deployment of Human Resources



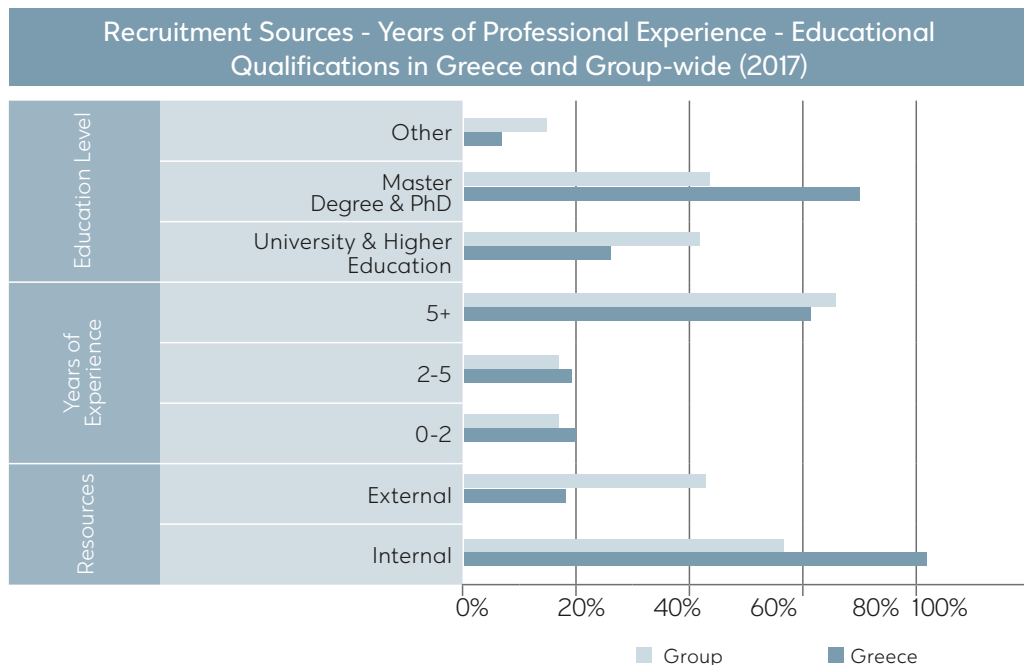






## Deployment of Human Resources

**Recruitment** On the Group level, new hires in 2017 covered the needs of international subsidiaries (with international subsidiaries accounting for 91% of these hires and subsidiaries in Greece for the remaining 9%). These new hires involved executives with a strong academic background (85% holders of graduate-postgraduate degrees) and substantial work experience (67% with more than 5 years of experience), whilst the respective rates for Greece stood at 94% and 61%. The recruitment procedure applied in Greece has been certified as per the ISO 9001 standard since 2000 and is implemented by specialised executives, placing particular emphasis on objectivity, transparency and equal treatment, concerning 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. A modern online platform to source candidates and manage communication with them was launched in 2017, allowing for on-line CV submission and thus enabling a streamlined and efficient recruitment and on-boarding process.

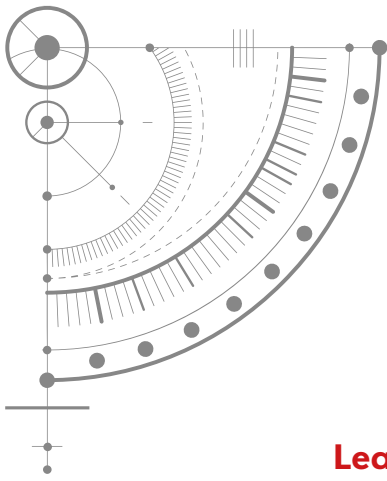


**Internal Recruitment**

The Group also focuses on deploying its existing workforce to meet internal staffing needs, on the basis of their qualifications and merit-based criteria. This strategic choice offers substantial career development prospects and engagement, while at the same time it safeguards and further fosters Eurobank's standing commitment to develop its human resources effectively. In 2017, 82% of job vacancies in Greece were filled internally, whereas at Group level, including Greek and international subsidiaries, that rate stood at 57%.

**Job Opportunities for Young People**

In 2017, the "BeAPro" programme series was implemented in the core Banking Units, inviting young University graduates to participate in an innovative "graduate talent" programme. Over a period of nine months, "BeAPro" offers young graduates the opportunity to work in various Departments and Divisions of the Bank, while top-performing candidates are offered a job with the Bank upon the programme's completion. With the "BeAPro" programmes, the Bank offers substantial career and development prospects to young people, at a time when such opportunities are extremely limited in Greece. In parallel, the Bank continued to run its successful Internship programmes in Greece, which attracted 326 graduates from Universities and Technological Educational Institutes. Internship programmes allow national educational institutes to build relationships with the market and offer new employment opportunities to their graduates. To Eurobank, these programmes are yet another valuable point of contact with the academic and scientific community. The Bank continues to collaborate with the "Panorama of Entrepreneurship" organisation, of the highly successful 2nd Business Day, through which students and graduates of various Faculties have the opportunity to learn about Eurobank's activities, strategic objectives and values that govern its operation.



## Learning & Career Development

2017 - Training in numbers:

- 3.7 training days on average per employee Group-wide.
- 63,579 participations in training programmes Group-wide.
- 347,999 training man-hours Group-wide.
- 206,165 training man-hours in Greece.
- 90,8% of Group employees attended training.
- 36.1% of Group-wide training activities delivered through e-learning.
- 48.1% of training activities in Greece delivered through e-learning.

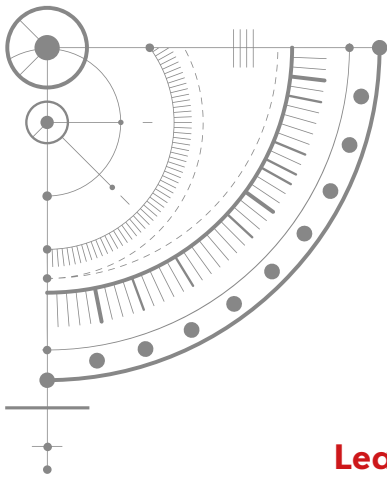
Annual Average of Training Hours per Staff Category and Gender (2017)

Staff category	Men	Women
Employees	18.64	18.59
Middle managers	25.26	26.25
Senior managers	26.44	33.45

Eurobank's training strategy focuses primarily on the following:

- **Leadership Development Programmes.** "LEAD.exe" is the new Executive Development programme launched in 2017, designed to support the executives' key capabilities within a context of operational transformation, transition to a digital era and emergence of new leadership values and skills . In cooperation with specialised educational organisations in Greece and abroad, the programme offers a blend of learning, experiences and development of leadership skills, via:
  - e-learning platform, enabling interactive learning and access to specialized knowledge.
  - Training seminars, workshops, field visits etc. aiming to acquire and share knowledge by interacting with modern organisations, leaders and speakers.
  - Reverse mentoring with digital savvy young Mentors, with the aim to enhance the executive team's digital skills and enlighten them on the mindset of the younger generation. The first group of the LEAD.exe consisted of 29 executives, while in 2018 all Top Management will have participated in the programme.

- **Training Programmes for Executives with Team Responsibilities.** Within 2017 we also launched the Managers' Acceleration Programme (MAP), with the participation of 1,709 Assessors and Managers from the Organisation. MAP belongs to a new generation of development programmes and is designed on the concept of “learning journeys”. It covers key issues of concern to Managers and leverages microlearning technology (consisting of a mix of short learning actions such as eLearning, articles, videos and on- the-job activities). The first learning journey focuses on the subject of People Development. It is also worth noting that the 7th cycle of the “Eurobank - ALBA MBA in Financial Services” postgraduate programme was successfully completed, with 28 graduates at Group level.
- **Knowledge-based and job-related skills training programmes addressed to all levels of hierarchy, aiming to offer practical banking experience.** We supported the needs that emerged from the implementation of the new business model in the Branch Network. Specifically, 87 Area Managers participated in programmes related to their new role, such as Change Management, Interviewing Skills, Business Development etc. Moreover, we continued the internal certification programmes in Small Business Banking, as well as in Advanced Portfolio Management Techniques for Network officers. With regard to the Certifications of the Bank of Greece, during 2017 a total of 220 employees were certified in the Provision of Investment Services and 27 were certified as Liquidators, while a total of 343 employees were re-certified in the Provision of Investment Services, 2,713 in Reinsurance Mediation and 38 in Transactions Clearing.
- **Mentoring, Reverse Mentoring and Coaching Programmes, aiming to maximise the capabilities and performance of Executives, in tandem with the achievement of 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. The design and implementation of the innovative Reverse Mentoring programme, as part of the Executive Development offering, stood out in 2017.
- **Career Development** intranet site and other related applications, which constitute necessary informational tools, provide information on professional development prospects, success factors and efficiency criteria related to the various job roles (new or existing).



## Learning & Career Development

- **Digital skills enhancement programmes.** In the context of the Organisation’s digital transformation, employees are offered opportunities to upgrade and acquire new digital skills valuable for both their professional and personal development. Indicatively:
  - 106 employees were trained in new “Design Thinking” methodology – a programme that emphasises the development of innovation and promotes the cultivation and development of ideas into concrete strategies, products and solutions.
  - 205 employees participated in Agile/Scrum programmes, which analyse the relevant methodology for a new model of creating deliverables and organizing work.
  - A pioneering Digital Marketing skills programme was launched, with 59 participants.

Finally, we initiated extensive cooperation with internationally recognized eLearning platforms (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 come from leading European and American Universities, as well as from large organisations and recognised professionals in the corresponding fields and are provided in a microlearning format. Participants can obtain programme completion certificates. To date, 176 colleagues from the IT General Division have already obtained access to these platforms.

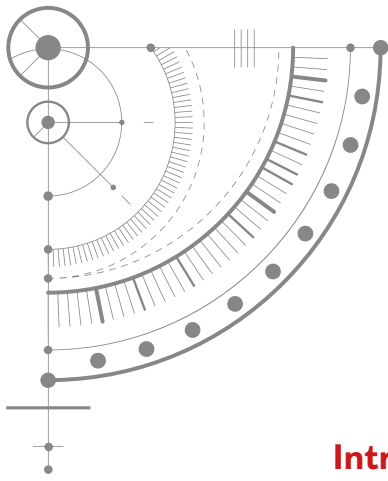
It is worth noting that, as part of the effort to offer customized and contextualized training, the Group has been implementing Policies and Procedures, which are certified to ISO 9001 standard.

- **Voluntary exit and outplacement programmes.** Staff members leaving the Bank in 2017 were offered the option to attend outplacement and/or entrepreneurship programmes, depending on their individual interests and profile. These programmes were delivered by specialised consultants.

**Performance  
Development**

At Eurobank, performance is a key element in employee development, as it links the contribution and work of each individual employee to the Group's success, while offering employees the feedback they need to benefit from learning and career development opportunities. Performance development focuses on the future rather than on an evaluation of the previous year. The "Axiopio" performance development system designed for all employees in Greece and Cyprus, relies on regular performance-related communication between manager and employee throughout the year. Its goal is to help employees gain better control over their career prospects, by encouraging them to shape their own vision for the future. Thus, it offers employees the guidance and support they need to set their own course of personal improvement and development, in line with the Organisation's Values and Vision, tapping into the areas in which they are most skilled and developing new essential skills. In 2017, the first year of implementation of the new system "Axiopio", 1 in 2 completed their self-assessment, 1,600 evaluatees engaged in a dialogue on personal development with their evaluator in order to further enhance their performance, and 2,600 employees provided feedback to their evaluator by means of a structured questionnaire, in which they highlighted the value of active participation, continuous improvement and two-way feedback.

In terms of Leadership Development, in 2017 a total of 231 executives participated in the 360o Senior Management Performance Feedback, an innovative feedback methodology aimed at assessing the overall contribution to corporate priorities and leadership behaviors based on the Group's Values. Highlighting the developmental needs of executives and designing individual development plans is supported by structured feedback and coaching sessions.



## 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 as much reliable and timely information as possible, 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. More specifically:
  - Announcements, policies, management acts, procedures and memos inform employees on various organisations developments. This material also aims at simplifying the daily performance of their duties.
  - Group's monthly electronic newsletter "metaxy mas" ("between us") is yet another efficient and friendly tool which enables employees to keep abreast of what is happening in Eurobank through photographic and video content.
- **Staff-Management Communication** allowing the exchange of views on matters pertaining to the employees' daily work routine and to the Organisation's culture. In 2017, the following major events took place:
  - A promotional campaign for the Group's new Values, which aimed at strengthening the organisation's culture and its corporate identity. The event was broadcasted via live streaming and was promoted through posters, printed materials and videos.
  - Management meetings with employees from all hierarchical levels through official business briefing, visits to Group sites and social events.
  - "Breakfast with Management" offering the participating employees the opportunity to discuss with the CEO or with the Deputy CEOs matters of concern to them and to receive information about the Group's future development and strategy
- **Recognition and reward of employees.** In 2017, was implemented the new Employee Recognition Programme "Sto Epikentro" ("In Focus"). The Programme is based on Eurobank's values and vision and rewards the employees' contribution to the following pillars:
  - Cooperation
  - Innovation
  - Customer centricity
  - Loyalty



- **Support and fostering employees' 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 volunteerism as a means of contribution to society.

The Group's new Intranet Site will be launched in 2018. Integrating advanced and modern applications as well as information dissemination mechanisms, the new Intranet will enhance efficiency, simplify processes and offer to all employees prompt information on matters of concern to them, thereby building a solid basis for even greater cooperation.

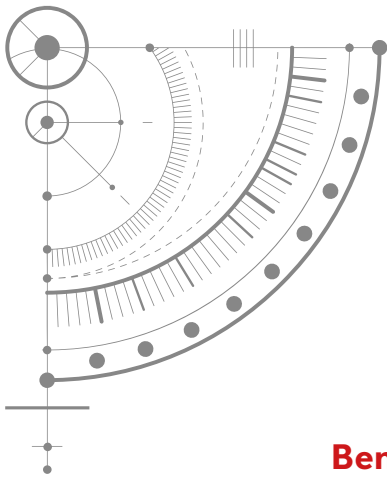
**Workplace  
Communication  
and Support - HR4U**

The HR4U call centre supports Eurobank's employees 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 2017, the HR4U call centre dealt with more than 37,000 questions and requests. Many of those were related to benefits and their rapid resolution has been of the utmost importance to the employees concerned and their families. For example, they covered:

- 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  
and Labour Rights**

The Bank's policy is to communicate with employees, both individually, through the Internal Communication channels, as well as institutionally, through their unions. Six such unions are currently in place at Eurobank, representing 88.6% of staff, i.e. almost 7,133 employees. The union with the highest number of members is recognised as the employees' official representative body in labour negotiations with the Bank's Management. The Bank's employees are covered by (industry-wide and enterprise-level) collective labour agreements, while labour relations are regulated by the laws in force and the Bank's Statute of Internal Service. The Bank's Management cooperates with the unions, supporting scheduled work meetings which provide a forum for the exchange of views on the evolution of the working environment.



## Benefits

Eurobank cares for its people and offers benefits to them and their families. The following are key priorities for the Bank: The health and well-being of employees, respect for the family as an institution and healthy work-life balance. In brief, the Eurobank schemes in place relate to the following:

- Private healthcare and life insurance.
- Pension and savings schemes (pension scheme and group savings scheme).
- Financial benefits and family allowances (benefits for married people, large family benefit, disabled children allowance, kindergarten benefit, reduced work time for female employees with children).
- Discounted rates for the Bank's products.
- Additional leave on top of the statutory one, in case of family problems or medical situations.

### Occupational Health & Safety

For Eurobank, staff and customer safety is a top priority. The Occupational Health and Safety Policy that the Bank has in place since 2005 is tangible proof that human resources are Eurobank's most important asset. Hence, the Bank applies all health and safety procedures 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 and ELOT 1801:2008 standards, Group-wide. In this context, the Bank also implements a programme of prevention in health and safety for its staff, under which it provides:

- Four fully-equipped medical practices in the Attica District, where occupational physicians offer clinical services and medical consulting to employees.
- Free medical check-ups for all staff on a regular basis. In 2017, a total of 590 employees had this check-up.
- A Blood Bank, maintained by Eurobank's staff, to meet the needs of employees and their families for blood. In 2017, 243 blood units were collected and 185 units were made available to patients, following employee requests to meet personal or family needs.
- During blood donations, representatives of the Volunteer Bone Marrow Donors' Bank "Vision of Hope" inform blood donors about the importance of donating bone marrow. As a result, 84 employees have registered themselves as bone marrow donors so far.

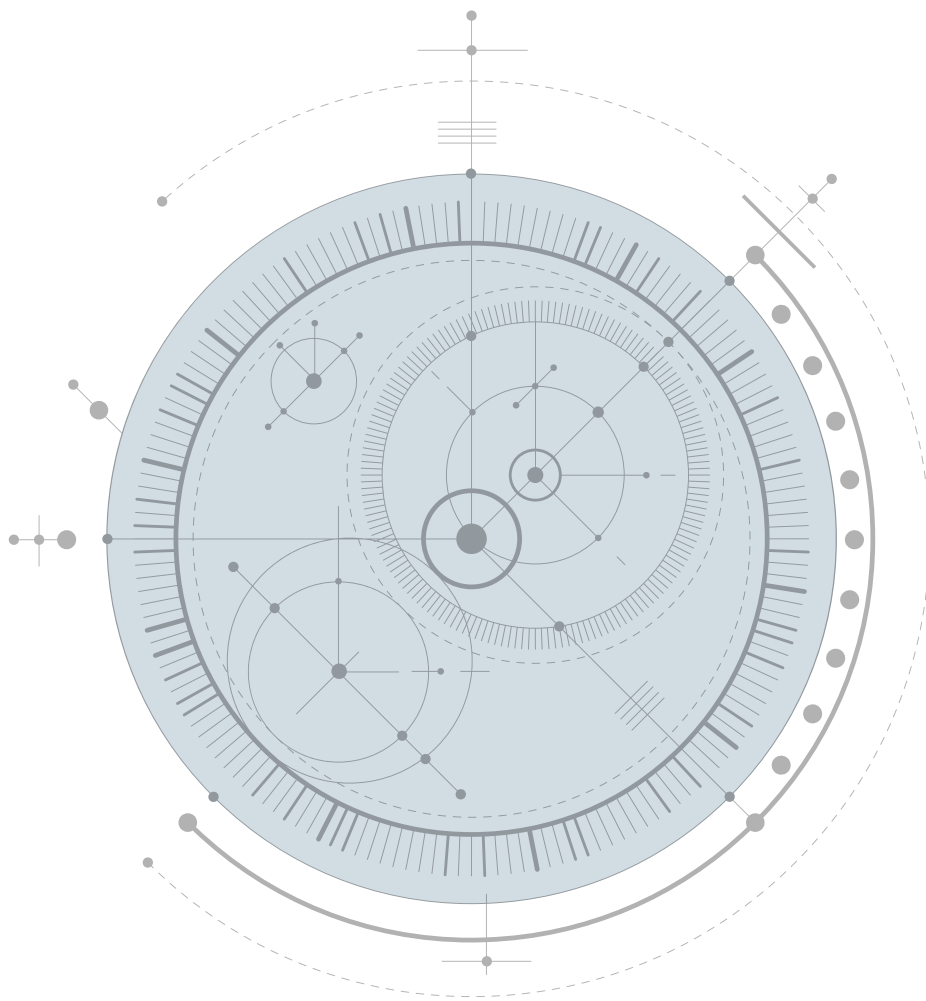
To efficiently deal with any personal problems or emergencies that may arise in relation to its staff, Eurobank has the following prevention and support mechanisms in place:

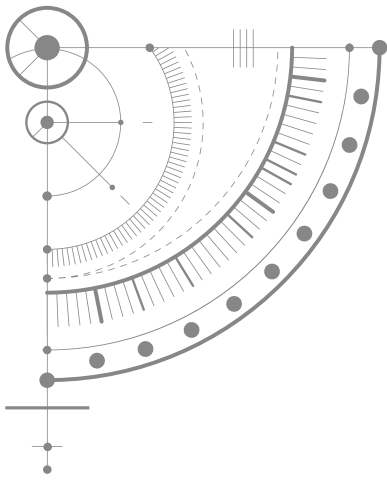
- Training in first aid and occupational health and safety, including building evacuation and emergency response drills.
- Critical Incident Stress Management (CISM): Staff receive support on how to handle traumatic events and crises inside and outside the workplace, such as robberies, accidents, terrorist acts, workplace violence, inappropriate employee or customer behaviour, sudden deaths, natural disasters etc.
- Case Management Service (CM): Comprehensive support is provided by a specialist team of consultant psychologists for employees facing difficulties, to help them better manage and overcome such issues and improve their work/life balance.
- Support line: Staff may consult experienced psychologists until 21:00 on a daily basis, in strict confidentiality, to obtain support in handling workplace or family-related problems or any other situations they might be preoccupied with.

In the outdoor area of our building complex at Nea Ionia, the Bank created a new restaurant, where employees and visitors enjoy quality food at very affordable prices and also take a pleasant break.



# PUTTING THE ENVIRONMENT FIRST





GRI 102-11

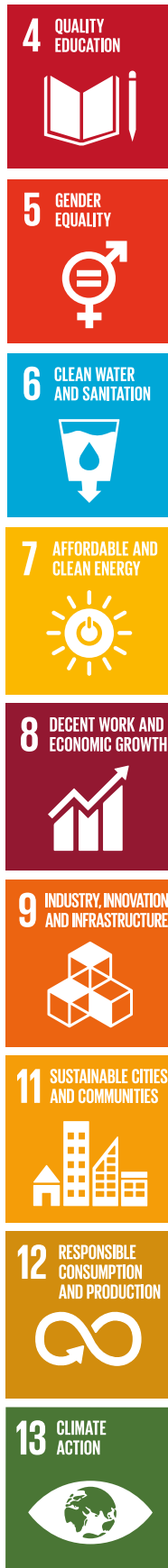
GRI FS6

2017

environment

**17,4%** reduction  
of electric energy consumption

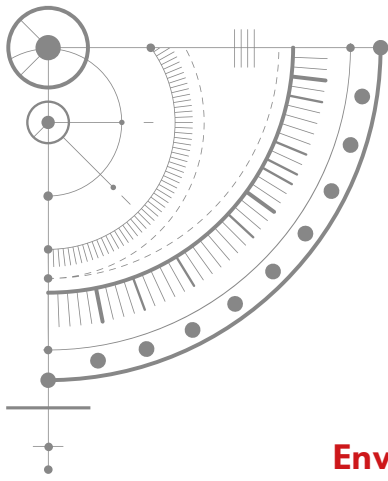
**22,4%** reduction of  
total greenhouse  
gas emissions



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 management 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, such as the conservation of natural resources and operational cost reduction.

The implementation of the aforementioned systems at Eurobank has led to significant reductions in energy consumption and greenhouse gas emissions compared to the base year 2014. Moreover, in 2017 Eurobank focused on the efficient management of any environmental risks in its loan portfolio, regarding the compliance of environmental terms by major borrowers. The Bank offered a series of “green” products that provide entrepreneurs various incentives and tools to adopt environmental friendly economic business activity. Lastly, in its suppliers relations, Eurobank has adopted transparent and unambiguous criteria, including environmental certifications and the environmental footprint of their products and services.

The Bank’s goal for the immediate future is to present a comprehensive strategy on climate change and on the opportunities that can arise in the banking sector from financing enterprises for projects related to reducing their environmental footprint, thus 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.

In this context, Eurobank is committed to monitoring and improving its environmental performance, raising awareness among all stakeholders, and promoting best practices throughout its network. Through a series of “green” products and services, the Bank also offers incentives and tools, promoting operations that actively contribute to environmental protection. 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 efficient 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.
- In 2015, 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.



## Environmental Performance

Eurobank's environmental strategy is not merely limited to fragmentary implementation of environmentally friendly practices, but deals with its environmental interaction in a systematic, holistic way. The Bank takes into account both the direct environmental impact of its operations (e.g. the impact arising from the operation of buildings' facilities and branches), as well as of its indirect impact (e.g. environmentally friendly financing and supplier relations). This overall approach verifies that the Bank applies a comprehensive environmental policy, which is implemented through its Environmental Management System.

After an assessment of both the direct and indirect impacts of its activities, the Bank's Environmental Management System was structured based on programmes and initiatives in the following six sectors:

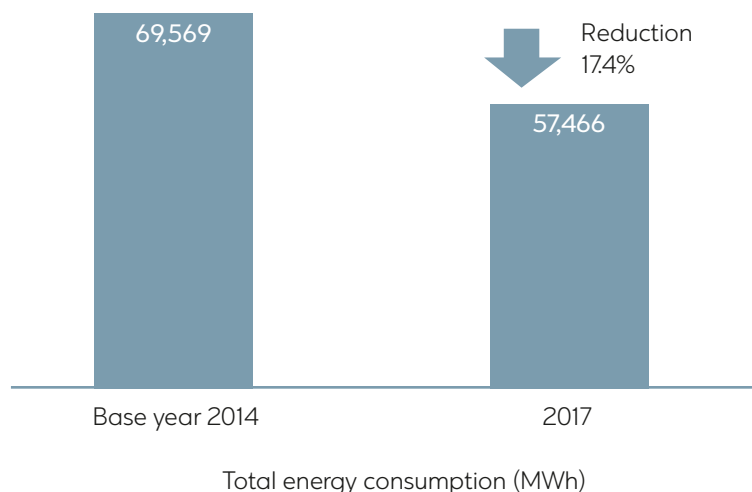
- Conservation of natural resources.
- Reduction of greenhouse gas emissions.
- Waste reduction, recycling and efficient waste management.
- Personnel training, communication and awareness.
- Environmental risk assessment of customer financing.
- Development and promotion of "green" banking products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

### Conservation of Natural Resources

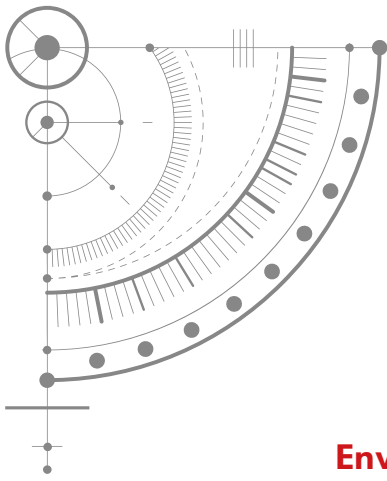
The importance of Climate Change makes the monitoring of all energy consumption and related emissions one of our top priorities. Energy consumption in Eurobank results from:

### Energy

- 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.



- Total energy consumption in 2017 was reduced by 17.4 % relative to the base year 2014.
- Total energy consumption per square metre in the Bank's buildings has decreased by 11.4%, while total energy consumption per employee has similarly decreased by 16.7% relative to the base year 2014.



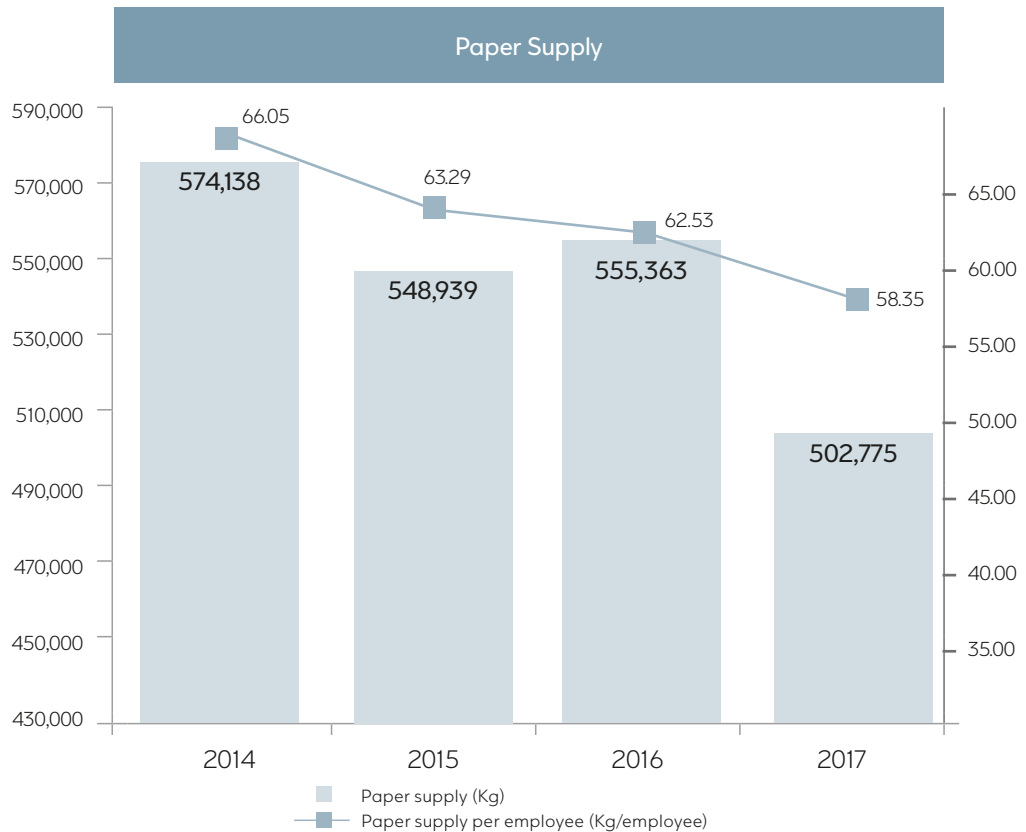
## Environmental Performance

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 agreement, the projects concerned are financed by the Energy Consultant, through own or investment capital. The savings are allocated between the parties (Client and Consultant), on the basis of pre-agreed rates.

In 2017, 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** Reducing paper consumption is a key environmental target for the Bank. In 2017, paper supply decreased by 9.47% 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** Moreover, the use of the e-Statements service also increased significantly in 2017, as 172,500 additional e-Banking users chose to be notified only by electronic account statements. Since the launch of the e-Statements service, a total of 430,000 customers have discontinued the conventional mailing service, thereby reducing the number of physical (paper-based) account statements by more than 1 million units.

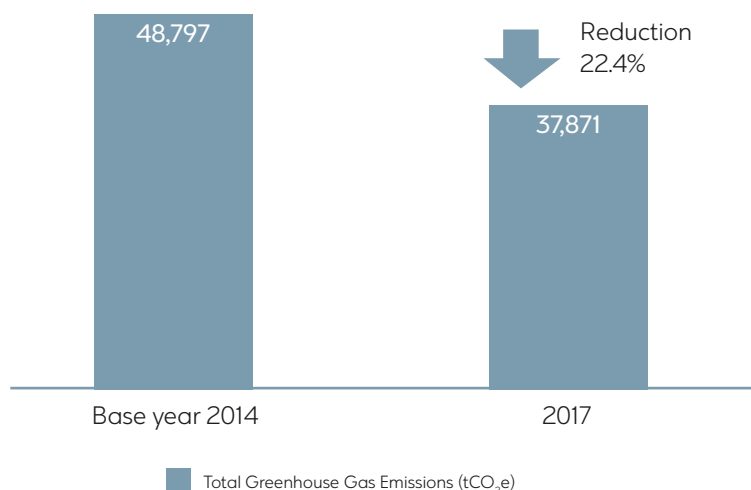
The most important contributing factors that led to the discontinuation of physical account statements were the targeted “splash screen” of the e-Banking service and the integration, in the e-Banking registration process for new users, of the option to discontinue the mailing of paper-based statements, displayed for each e-Banking user who had not chosen to discontinue even one physical statement.

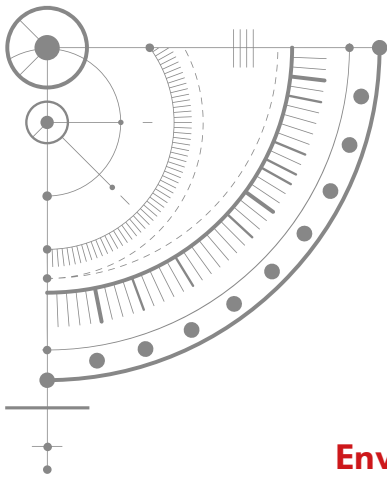
Apart from the environmental benefit, the savings from the discontinuation of statement deliveries by conventional mail are also substantial and have amounted to more than €6.9 million since the service became available.

**Water** The Bank places particular emphasis on water savings, implementing water-saving measures including the installation of air-cooled air conditioning systems that consume less water. In 2017, total water consumption was further reduced and amounted to 82,707 million m<sup>3</sup>, reduced by 2% 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 (GHG) Protocol ([www.ghgprotocol.org](http://www.ghgprotocol.org)). This Protocol provides a framework for recording, allocating and calculating direct and indirect greenhouse gas emissions. In 2017:

- Total GHG emissions in carbon dioxide equivalents (CO<sub>2</sub>e) were reduced by 22.4% 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 16.8% and by 21.7% per employee, relative to the base year 2104.





## Environmental Performance

In the context of the efforts to reduce direct greenhouse gas emissions from the burning of heating oil, infrastructure for the phasing-in of natural gas has been developed, resulting in a 2.9% reduction in the relevant GHG emission intensity ratio (tCO<sub>2</sub>e / kWh) relative to the base year 2014.

### Waste Reduction, Recycling and 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 2017, the full implementation of the "Managed Print Services" programme, under which 100% of empty toner cartridges are recycled, was continued.
- Paper and packaging materials: Over 26% of the Bank's paper supply quantity was recycled by a specialist contractor in 2017. The total paper quantity 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.

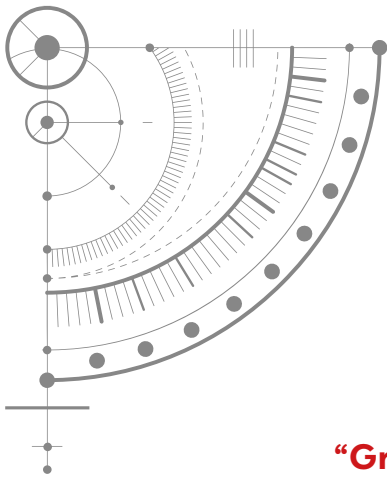
### Personnel Training, Communication and Awareness

As part of the implementation of the Environmental Management System, Eurobank actively promotes awareness-raising and training of personnel in environmental issues, energy and climate change and in the correct implementation of the relevant procedures. Related activities during 2017 included the updating of the e-learning training programme on the implementation of the Environmental Management System and the launch of a new programme on the implementation of the Energy Management System. Since 2003, a total of 3,837 employees have received training in environmental issues so far.

Moreover, information on the energy consumption of the Bank's branches is disclosed on a six-monthly and annual basis. During 2017, additional indicators were calculated (including for the effect on meteorological conditions, based on calculating heating and cooling degree days), for the purpose of a more detailed and objective monitoring of energy consumption.

**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 a specific policy to manage potential credit, operational and legal risk, as well as reputation risk, which could arise from the environmental and social behaviour of its customers, taking into consideration the least possible repercussions of business operations. Thus, the Bank's Environmental and Social Management System (ESMS) incorporates processes that are aligned with the Bank's compliance obligations with the International Finance Corporation (IFC) and the European Bank for Reconstruction and Development (EBRD), as well as under the relevant national, EU and international legislation. The aim is to reduce exposure to potential environmental and social risks arising from the behaviour of the enterprises that are financed by the Bank. Thus far, the Bank's portfolio has been reviewed in its entirety in relation to Environmental and Social matters, while the sectors presenting the greatest potential exposure have been identified. 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, by extension, better credit ratings.



## “Green” Products & Services

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 relations with its customers and the market, to provide 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 2017, the total number of active WWF Eurobank Visa cards was 22,077, while Eurobank paid WWF Hellas the amount of €49,432.47, which resulted from the one-off payments for each new card issuance or renewal, and from the payment of a percentage on the value of purchases carried out by the cardholders, without any charge to the latter. Thus far, WWF Hellas has received through WWF Eurobank Visa more than €1.6 million for the financing of environmental protection actions. Indicatively, we have supported:

- Citizen awareness programmes and environmental education programmes for the school community.
- Actions to protect valuable habitats, such as Sekania Beach in Zakynthos for the protection of the loggerhead (caretta caretta) sea turtle and the Dadia Forest National Park, refuge and last breeding ground for some of the most rare and endangered birds of prey in the Balkans.
- The “Information Centre for the Nature and Culture of Zagori” in the village of Mikro Papingo, the volunteer forest protection group of Northern Pindos National Park and the creation of tools for the region’s eco-touristic development.

### “Green” Home Loans

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

During the first Programme, the Bank financed a total of nearly 10,000 households which upgraded the energy efficiency of their homes. Over the last two years, by participating in the two interim “Energy Saving at Home” Programmes, which focused on lending to customers who had not been included in the first Programme, the Bank financed more than 2,500 households. At the same time, the Bank was instrumental in the design of the new “Energy Saving at Home II” Programme, launched in March 2018, as well 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 S.A. (ETEAN). In the new Programme, the Bank will continue its dynamic presence, providing funding 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 is provided with or without a mortgage on the property concerned and finances any requirement of property owners 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 specialised “green” banking products that offer the most cost-efficient financing solutions, covering all potential “green” needs of the citizens.

**Financing Clean  
Energy Projects and  
Other Environment-  
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 and 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 that cover the needs of large enterprises, 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 2018 is to expand its RES project lending portfolio.

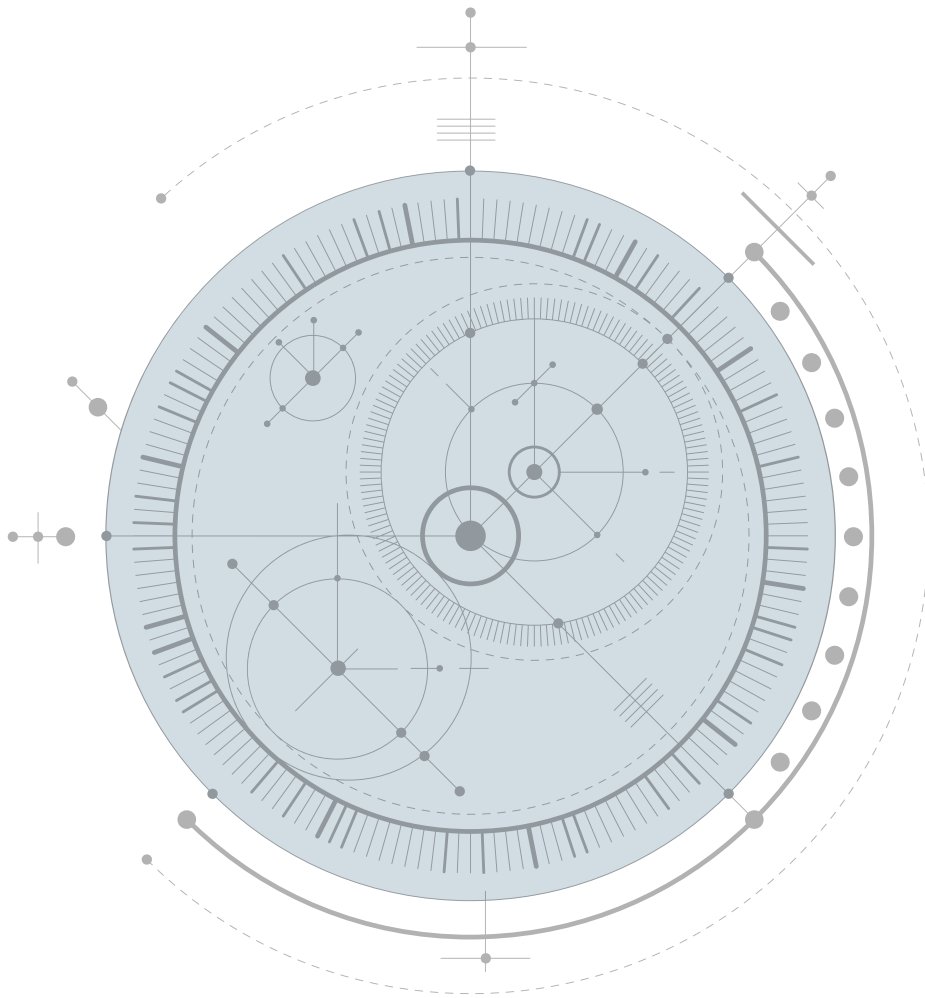
**Participation in  
Environmentally  
Aware Enterprises**

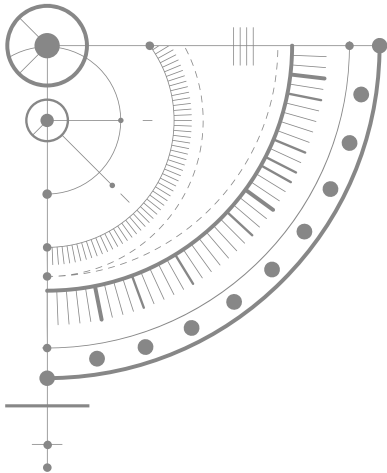
The Bank seeks to selectively participate, primarily with minority shareholdings, in companies with specific characteristics and strong growth prospects, with a focus on extroversion and environmental awareness. In parallel, it also offers advisory services and know-how regarding the development and growth of such enterprises in Greece and abroad. In this context, the Bank has holdings in the share capital of MESOGIOS 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 water resources management, solid and liquid waste 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





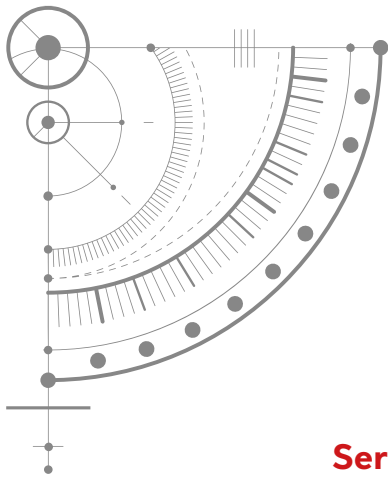
## Bulgaria

Postbank follows a corporate policy that supports the 10 principles of the UN Global Compact for the promotion of sustainability and doing business responsibly. In 2017, the Bank opened its doors in Sofia for children, with the framework of “Proud of my Parent’s Work”, the most recognised Global Compact initiative. The purpose of this initiative is to show to the children that the role of labour is of essential value, by means of specially designed games and presentations about work as well as about banking operations.

**Society** In June 2017, Postbank was the main partner of the Postbank Business Run charity event, organised every year by the Begach team. The 2017 event was marked by a record-high number of entries, consisting of 250 teams from 120 companies in various economic activity sectors. The funds raised thanks to this initiative were offered to the Cedar Foundation, for organising treatment for one year to 15 children and young people with disabilities, and to Way Water Foundation, for providing six months of rehabilitation treatment for 15 children with disabilities.

In 2017, Business Run Plovdiv 2017, the largest regional business sporting event was held for the first time, where Postbank was again among the supporters. The amount raised from the entries was offered to the Holiday Heroes Association and the initiative “Love in Action with Holiday Heroes”, which supports 28 families in Plovdiv, as well as to the “Phoenix” Psychological Counselling Centre, to support children and their mothers who are victims of domestic violence. The Begach Sports Club presented the Bank, for the second consecutive year, with a special award for its participation in the Postbank Business Run 2017 with the largest number of teams, in the category “Companies with 500+ employees”.

**Environment** Postbank is the only bank in Bulgaria to have its own Green Council and Environmental Office, whose main task is to ensure that the Bank maintains a responsible attitude towards the environment.



## Serbia

### High School Graduates Awards

Eurobank Serbia continues to support young talented school students. For the 12th consecutive year, the Crown Prince Aleksander II Foundation and Her Royal Highness Crown Princess Katherine, with the support of Eurobank Serbia, organised the ceremony to present awards to the 600 top-performing high school graduates from all over the country.

### Big Heart Programme

Eurobank Serbia and the “Ana and Vlade Divac” Foundation continued the Big Heart programme for the eighth consecutive year. By the end of 2017, the Programme had supported the reconstruction of over 40 nurseries, schools and health centres nationwide, to improve conditions for the growth and evolution of the local community’s younger members. The programme is also implemented with the promotion of the “Big Heart” MasterCard credit card: by using their cards, cardholders contribute, at no extra charge, to the construction of libraries in the nurseries and schools, in addition to the improvement of their facilities.

### Croatian Deaf Sport Federation

Building on its successful cooperation with Manchester United FC, Eurobank Serbia has broadened its corporate responsibility focus. Thus, in May 2017, it renewed its cooperation with the Serbian Sports Association of Disabled Persons by signing a four-year renewal contract, while it also made a donation to the Association, which formed the first football team composed of athletes with disabilities.

### GRI Reporting Award

At the Conference “Contribution of the Responsible Business Forum Member Companies to 2016 Sustainable Development”, which was held in November of 2017 and relates to the contribution of corporations to sustainable growth for the previous year, Eurobank Serbia was presented with the “Reward for Reporting in line with the GRI Methodology”, for following the Global Reporting Initiative (GRI) reporting guidelines. This award is further confirmation that the Bank’s strategic focus on social responsibility is of paramount importance and that its work to address the problems of the local community is recognised.

### “A Lesson Designed for You”

In the spirit of Christmas and New Year’s celebrations, Eurobank Serbia organised a series of visits by Ljubivoje Ršumović, the well-known Serbian author of children's poems, in primary schools, with the framework of the campaign “A Lesson Designed for You”. This initiative aims to cultivate the habit of reading and the development of values in children, from their early years. School libraries received donations in the form of books from the “Laguna” publishing house, with which Eurobank Serbia has a long relationship as sponsor of the “Night of the Book” programme. The events took place in five primary schools in Belgrade and were attended by more than 400 pupils.

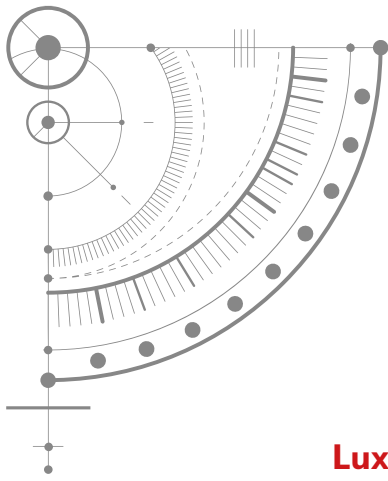
## Cyprus

As part of its corporate social responsibility strategy, Eurobank Cyprus has taken initiatives that focus on the economy and on society. Since the launch of its operation, the Bank supports the Cypriot economy and sustainable development initiatives, promotes productive investment and entrepreneurship, and is actively participating in the country's social and cultural life, always with respect for the environment.

**Economy** On the basis of the development of its operations, the Bank keeps creating new jobs. It supports innovation in the country with actions such as the sponsorship of CYBAN (Cyprus Business Angels Network), a network of investors that promotes start-ups by providing funding and guidance, from the inception of the business idea until the company reaches a stage of maturity.

**Society** The Bank also supports scientific research and education, granting doctoral and postgraduate scholarships to students of the Cyprus School of Molecular Medicine of the Cyprus Institute of Neurology and Genetics, but also by its sponsorship of the Eurobank Cyprus Ltd Chair of the Medical School of the University of Cyprus. It also promotes culture, by supporting local artists and other cultural events. On the occasion of its 10th anniversary in 2017, the Bank announced its sponsorship of the Independent Social Support Body, a non-profit organisation that supports students facing financial problems, so that they can continue and complete their studies without interruption.

**Volunteering** Eurobank Cyprus promotes volunteering within the company, supports various charitable organisations and implements actions for the protection of the environment, investing in technology that aims to reduce paper usage.



## Luxembourg

### Employees Communication and Information

As part of its two-way communication and staff information strategy, in 2017 Private Bank Luxembourg:

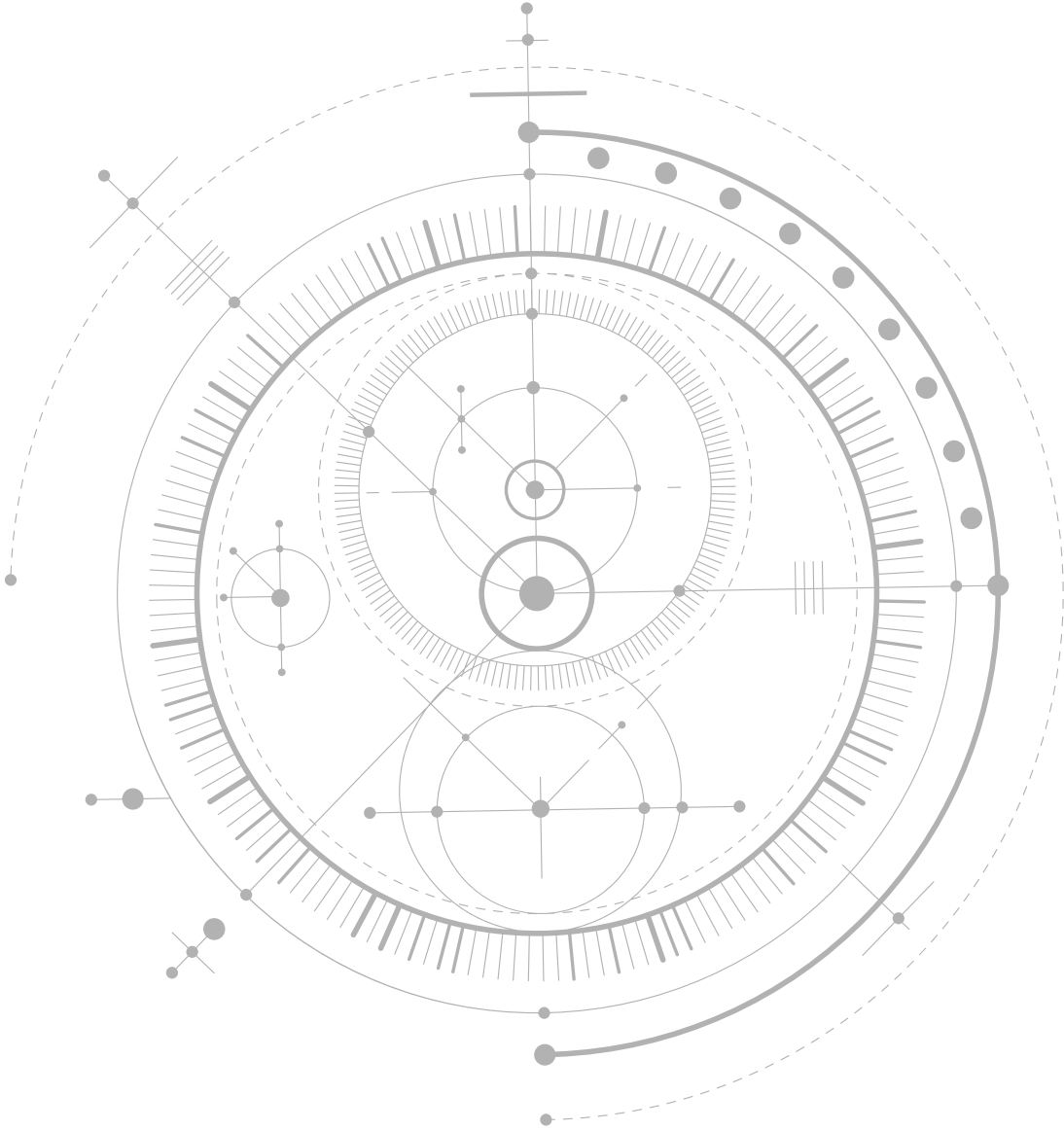
- Organised breakfast meetings with the Management, to promote “bottom-up” communication.
- Provided new colleagues with information on all matters they need to become familiar with when first starting to work in Luxembourg and in Private Bank Luxembourg in particular.
- Carried out an employee satisfaction survey, aimed at improving the working conditions and daily routine of employees.

### Employee Rewards

In 2017 Private Bank Luxembourg continued its programme of rewarding its longest-serving employees, namely those who have completed 10 or 20 years of service with the Bank.

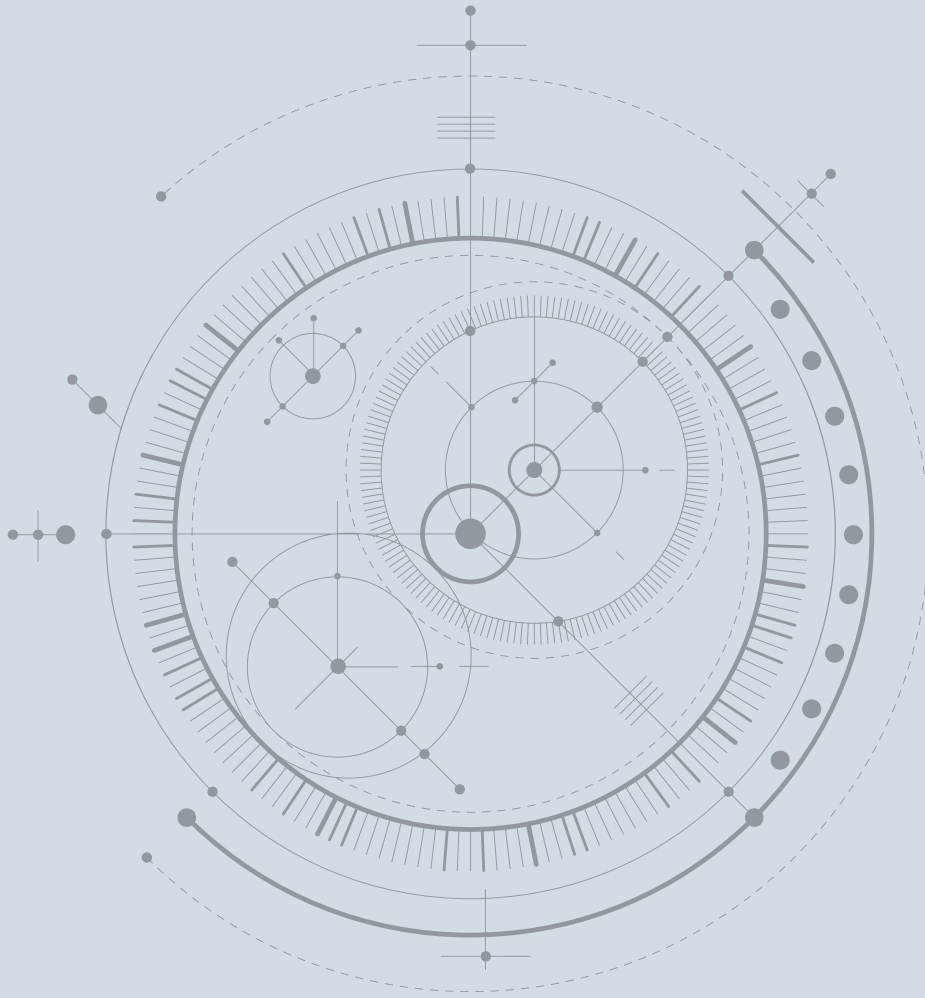
### Events

A Christmas dinner party was held in 2017 for all employees and a special meeting for cutting the New Year’s Cake was also organised.











## GRI Standards Content Index

GRI Standard	Disclosure	Report Section / Reference	Page
<b>GRI 101: Foundation</b>			
<b>General Disclosures (Core option)</b>			
GRI 102: General Disclosures, Organisational profile	102-1 Name of the organisation	Eurobank Ergasias S.A.	
	102-2 Activities, brands, products and services	Eurobank Profile	p. 14-15
	102-3 Location of headquarters	8, Othonos Street, 105 57, Athens	
	102-4 Location of operations	Eurobank Profile	p. 14-15
	102-5 Ownership and legal form	Eurobank Profile	p. 14-15
	102-6 Markets served	Eurobank Profile	p. 14-15
	102-7 Scale of the organisation	Eurobank Profile	p. 14-15
	102-8 Information on employees and other workers	Deployment of Human Resources	p. 82-89
	102-9 Supply chain	Supplier Relations	p. 49
	102-10 Significant changes in the organization and its supply chain	Methodology	p. 18-19
	102-11 Precautionary principle or approach	Corporate Responsibility Principles Putting the Environment First	p. 23 p. 100-109
	102-12 External initiatives	Memberships in Associations and Organisations	p. 35-37
	102-13 Membership of associations	Memberships in Associations and Organisations	p. 35-37
GRI 102: General Disclosures, Strategy	102-14 Statement from senior decision-maker	Letter to Stakeholders	p. 10-11
GRI 102: General Disclosures, Ethics and Integrity	102-16 Values, principles, standards, and norms of behaviour	Eurobank Profile Corporate Responsibility Principles	p. 14-15 p. 23
GRI 102: General Disclosures, Governance	102-18 Governance structure	Eurobank Profile Annual Report 2017, Corporate Governance Section	p. 14-15 p. 35

GRI Standard	Disclosure	Report Section / Reference	Page
<b>GRI 101: Foundation</b>			
<b>General Disclosures (Core option)</b>			
GRI 102: General Disclosures, Stakeholder engagement	102-40 List of stakeholder groups	Dialogue with the Stakeholders	p. 24-25
	102-41 Collective bargaining agreements	Intra-Group Communication	p. 94-95
	102-42 Identifying and selecting stakeholders	Dialogue with the Stakeholders	p. 24-25
	102-43 Approach to stakeholder engagement	Dialogue with the Stakeholders	p. 24-25
	102-44 Key topics and concerns raised	Dialogue with the Stakeholders Materiality Analysis	p. 24-25 p. 26-31
GRI 102: General Disclosures, Reporting practice	102-45 Entities included in the consolidated financial statements	<a href="http://www.eurobank.gr/en/group/investor-relations/financial-results/">www.eurobank.gr/en/group/investor-relations/financial-results/</a>	
	102-46 Defining report content and topic boundaries	Methodology Materiality Analysis	p. 18-19 p. 26-31
	102-47 List of material topics	Materiality Analysis	p. 26-31
	102-48 Restatements of information	Methodology	p. 18-19
	102-49 Changes in reporting	Methodology	p. 18-19
	102-50 Reporting period	Methodology	p. 18-19
	102-51 Date of most recent report	Methodology	p. 18-19
	102-52 Reporting cycle	Annual	
	102-53 Contact point for questions regarding the report	Methodology	p. 18-19
	102-54 Claims of reporting in accordance with the GRI Standards	Methodology	p. 18-19
	102-55 GRI Content Index	Annexes	p. 120-124
	102-56 External assurance	The external assurance procedure was not applied to the Corporate Responsibility Report 2017	



## GRI Standards Content Index

GRI Standard	Disclosure	Report Section / Reference	Page
<b>Material topics</b>			
<b>Supporting youth entrepreneurship, research and innovation</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to Stakeholders Putting the Economy First	p. 10-11 p. 52-65
	103-3 Evaluation of the management approach	Putting the Economy First	p. 52-65
GRI 203: Indirect economic impacts	203-1 Infrastructure investments and services supported	Putting the Economy First	p. 52-65
	203-2 Significant indirect economic impacts	Putting the Economy First	p. 52-65
<b>Rewarding excellence</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to Stakeholders Putting the Economy First Putting Society First	p. 10-11 p. 52-65 p. 68-77
	103-3 Evaluation of the management approach	Putting the Economy First Putting Society First	p. 52-65 p. 68-77
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	Putting the Economy First Putting Society First	p. 52-65 p. 68-77
<b>Supporting the Greek economy</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to Stakeholders Putting the Economy First Putting Society First	p. 10-11 p. 52-65 p. 68-77
	103-3 Evaluation of the management approach	Putting the Economy First Putting Society First	p. 52-65 p. 68-77
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 the Economy First Putting Society First	p. 52-65 p. 68-77

GRI Standard	Disclosure	Report Section / Reference	Page
<b>Improvement of products and services</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to Stakeholders Customer Relations	p. 10-11 p. 42-43
	103-3 Evaluation of the management approach	Customer Relations	p. 42-43
GRI 102: General disclosures	102-43 Approach to stakeholder engagement	Dialogue with the Stakeholders Customer Relations	p. 24-25 p. 42-43
	102-44 Key topics and concerns raised	Dialogue with the Stakeholders Customer Relations	p. 24-25 p. 42-43
<b>Addressing the impact of the economic crisis</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to Stakeholders Putting the Economy First	p. 10-11 p. 52-65
	103-3 Evaluation of the management approach	Putting the Economy First	p. 52-65
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	Putting the Economy First	p. 52-65
GRI 203: Indirect economic impacts	203-2 Significant indirect economic impacts	Putting the Economy First	p. 52-65
<b>Responsible customer information and service</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to Stakeholders Responsible Customer Information	p. 10-11 p. 44-45
	103-3 Evaluation of the management approach	Responsible Customer Information	p. 44-45
GRI 417: Marketing and labelling	417-1 Requirements for product and service information and labelling	Responsible Customer Information	p. 44-45



## GRI Standards Content Index

GRI Standard	Disclosure	Report Section / Reference	Page
<b>Market presence</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to Stakeholders Customer & Supplier Relations Putting the Economy First	p. 10-11 p. 42-49 p. 52-65
	103-3 Evaluation of the management approach	Customer & Supplier Relations Putting the Economy First	p. 42-49 p. 52-65
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	Putting the Economy First	p. 52-65
GRI Financial Services Sector Supplement: Product Responsibility, Product Portfolio	FS6 Percentage of the portfolio by business lines, region, size and by sector	Putting the Environment First	p. 100-109
<b>Training and development of human resources</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to the Stakeholders Putting our People First	p. 10-11 p. 80-97
	103-3 Evaluation of the management approach	Putting Our People First	p. 80-97
GRI 404: Training and Education	404 -1 Average hours of training per year per employee	Learning & Career Development	p. 90-93
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Learning & Career Development	p. 90-93
	404-3 Percentage of employees receiving regular performance and career development reviews	Learning & Career Development	p. 90-93
<b>Deployment of human resources</b>			
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	Corporate Responsibility Principles Materiality Analysis	p. 23 p. 26-31
	103-2 The management approach and its components	Letter to the Stakeholders Putting our People First	p. 10-11 p. 80-97
	103-3 Evaluation of the management approach	Putting Our People First	p. 80-97
	401-1 New employee hires and employee turnover	Deployment of Human Resources	p. 82-89
GRI 401: Employment	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits The reported benefits are provided to full-time and temporary employees	p.96-97

## Alignment of GRI Indicators with the ISO 26000:2010 Standard

ISO 26000:2010 Clauses	Description	Reference to the GRI Content Index
<b>4</b>	<b>Principles of social responsibility</b>	
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	
4.5	Respect for stakeholder interests	GRI 102 General Disclosures: 3. Ethics and integrity
4.7	Respect for International norms of behaviour	Stakeholder inclusiveness principle
4.7	Respect for International norms of behaviour	GRI 102 General Disclosures: 2. Strategy
<b>5</b>	<b>Recognising social responsibility and engaging stakeholders</b>	
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
<b>6</b>	<b>Guidance on social responsibility core subjects</b>	
6.2	Organisational governance	GRI 102 General Disclosures: 2. Strategy 4: Governance
6.3.9	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
6.4.7	Human development and training in the work-place	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



## Alignment of GRI Indicators with the ISO 26000:2010 Standard

ISO 26000:2010 Clauses	Description	Reference to the GRI Content Index
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	
6.7.1-6.7.2	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	Customer service, support and complaint and dispute resolution	GRI 102-43 Approach to stakeholder engagement GRI 102-44 Key topics and concerns raised
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
6.8.1-6.8.2	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	
6.8.5	Employment creation and skills development	GRI 102 General Disclosures: Organisational profile GRI 203-2 Significant indirect economic impacts
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
<b>7</b>	<b>Guidance on integrating social responsibility throughout an organisation</b>	
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
7.4.2	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
7.7.3	Reviewing an organisation's progress and performance on social responsibility	GRI 103 Management approach
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

