

# *Sustainable Development Report 2017*

[www.piraeusbankgroup.com/annual-report](http://www.piraeusbankgroup.com/annual-report)

PIRAEUS BANK



*The collection and presentation of the content in the 2017 Sustainable Development Report are the product of the work of all units of Piraeus Bank and its subsidiaries in Greece and abroad.*

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**FSC® (Forest Stewardship Council®)**, Its mission is to promote environmentally responsible, socially beneficial and economically viable management of the world's forests.

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PIRAEUS BANK



The word "praxis" in Greek is used in reference to mathematical calculations but also to human actions. This is no coincidence but evidence of the close interconnection of people and numbers.

At Piraeus Bank, fully aware of this connection and focused on the values that inspire us, we operate with absolute integrity and consistency.

All of our actions are related to people and we shape our activities for the future with people at the center of all activities. So that we can be by their side, in "praxis".



# Contents

Chairman's Note	9
Independent Assurance Statement	15
Selected Figures Associated with the 2017 Sustainable Development Report	19
Content and Compilation Methodology of the 2017 Sustainable Development Report	23
Stakeholders' Dialogue	31
Participation in Global Initiatives and Harmonization with Global Standards	37
Corporate Responsibility Principles	41
Corporate Governance Strengthening	47
Alignment of Business Targets with Social Progress and Solidarity	69
Adoption of Best Workplace Practices	97
Harmonious Relationship with Society	133
Promotion of Culture	143
Environmental Protection	177
GRI Content Index and ISO 26000	217

# *Chairman's Note*



Following two years of stabilization, the Greek economy returned to growth in 2017 and is gradually setting its pace. The defining factors that will mark the transition of Greece to a new era are expected to be the completion of the third Economic Adjustment Programme in August 2018 and the implementation of reforms, that will lay the foundations for the return to normality and sustainable development.

For Piraeus Bank, this conjunction constitutes an opportunity for a new beginning. During 2017, we proceeded with the structural recomposition of the Board of Directors, in accordance with the legislative framework and the highest international standards. The new BoD, through new procedures and in accordance with best international practices in BoD member succession, elected Christos Megalou as Managing Director (CEO) in March 2017. Mr Megalou has taken important initiatives and has implemented/launched a number of actions that are decisive for the progress of the Bank's financial position analyzed in depth in the 2017 Piraeus Bank Business Report.

Currently, the Bank possesses a Board of Directors with proven international banking experience, thus enhancing its corporate governance in implementing best practices and the supervisory regulations. Furthermore, in the last 12 months, the Bank has reinvigorated its executive management team with the aim to implement with unwavering commitment the Bank's strategic plan.

We now possess the necessary know-how, the experience and the decisiveness to effectively address today's challenges and to ensure that the Bank is well positioned to deliver to our customers, shareholders and employees.

The Bank strives to maintain its position in the Greek market with the aim of improving all its financial fundamentals while at the same time, through its activities and actions, seeking to support and contribute to the broader development of the economy, society, the environment and culture by incorporating the principles of sustainability into its strategy.

We invest in shaping strong relationships with all our stakeholders, including those that have already a connection with the Bank, and those that are affected by the Bank's operations, on the basis of building a relationship of trust, mutual benefit and harmonious cooperation.

Piraeus Bank is committed to maintain its key role in the gradual recovery of the Greek economy and to contributing to the support of entrepreneurship and investments as significant factors in sustainable, long-term growth, as well as supporting households with tangible and specific solutions addressing every need.

More specifically, the Bank invests in high-quality service for its customers. It is the Bank's strategy to support sustainable businesses and their initiatives with the aim of financing projects and modern infrastructures, export-oriented businesses, environmentally responsible businesses, agricultural banking and support of primary production as well as third-party asset management by means of high-quality services and innovative products in the context of improving productivity and strengthening the competitiveness of the Greek economy.

The Bank's Management, recognizing the key contribution of its employees in achieving its goals, ensures a workplace environment which is conducive to the balance of work and personal life and promotes their continuous development.

Piraeus Bank contributes to protecting the environment through its active support of environmentally responsible entrepreneurship, the constant reduction of the environmental footprint from the Group's operation, the realization of programs related to the protection of biodiversity and dealing with the risk stemming from climate change.

Moreover, the Bank supports corporate responsibility actions, by systematically fostering its relationships with all stakeholders, with particular emphasis on safeguarding culture and preserving traditional technology and industrial heritage in the Greek regions. This is achieved through the network of specialized thematic technological museums developed by Piraeus Bank Group Cultural Foundation.

Piraeus Bank has participated since 2004 on a voluntary basis in the UN Global Compact, actively supporting and promoting its principles, which pertain to human and labor rights, environment protection and anti-corruption. It should be noted that Piraeus Bank Group, recognizing the importance of the 17 Sustainable Development Goals (SDGs) and the widespread acceptance of the Goals globally, has defined in this Sustainable Development Report the most pertinent goals for the Group, thus becoming an active supporter of the success of this ambitious plan with a timetable of achievement by 2030.

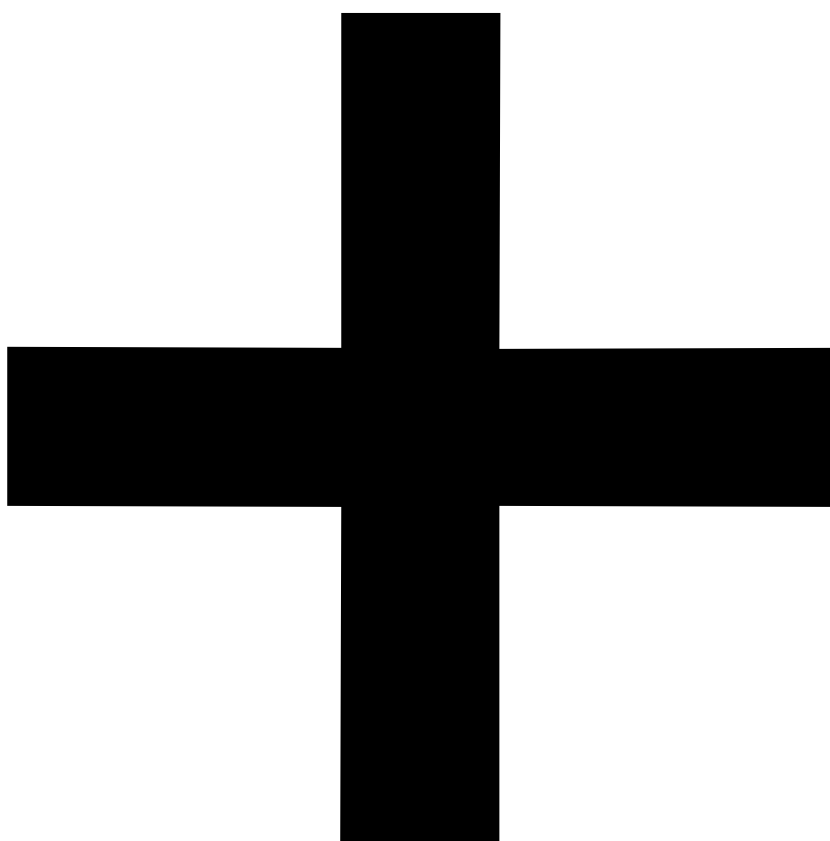
The following Sustainable Development Report describes the principles of corporate responsibility that we adopt, the actions and initiatives we undertook in 2017 as well as our future goals, according to the standards of the Global Reporting Initiative, which we believe defines a comprehensive framework of principles that facilitates the publicizing and communicating of sustainable development topics both to the Bank and its stakeholders. The Report has received independent assurance by a third party, which is proof of our commitment to transparency and harmonization with internationally recognized best practices.

All of us at Piraeus Bank put great effort to ensure the Bank competently responds to the challenges of the present conjuncture. For the first time after many years, prospects emerging to be more positive for customers, employees and the Greek economy in general.

A handwritten signature in black ink, consisting of a stylized 'G' followed by a horizontal line and a small dot.

George Handjinicolaou  
Chairman of the Board of Directors

In 2017, Piraeus Bank appointed a Board of Directors of prominent members with international experience in senior management positions and expertise.



# ***INDEPENDENT ASSURANCE STATEMENT\****

## **TO THE MANAGEMENT OF PIRAEUS BANK S.A.**

The "2017 Sustainable Development Report" ("the Report") of Piraeus Bank S.A. ("the Bank") has been prepared by the Bank's Management, which is responsible for the collection and presentation of the information contained therein. Our responsibility is limited in carrying out a limited assurance engagement on specific scope on the Report, with the exception of the Materiality Principle application for which we provide reasonable assurance, as well as the review of the Report's "in accordance" – Core option adherence against the GRI Sustainability Reporting Standards ("GRI Standards").

Our responsibility in performing our assurance engagement is solely to the Bank's Management and in accordance with the terms of reference agreed between us. We neither accept nor we assume any responsibility and for any other purpose to any other person or organization. Any reliance any third party may place on the Report is entirely at its own risk.

## **WORK SCOPE AND CRITERIA**

The assurance engagement has been planned and performed in accordance with the International Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE3000 revised), in order to provide:

1. Limited level assurance on the accuracy and completeness of quantitative data and the plausibility of qualitative information related to the GRI General Disclosures that are required as a minimum prerequisite for the "In accordance – Core" option, according to the GRI 102 Standard.
2. Limited level assurance on the accuracy and completeness of quantitative data and plausibility of statements that correspond to (10) material topics, as those resulted from the Bank's materiality analysis, against the requirements of the respective GRI Standards for these Specific Disclosures, as well as the accuracy and completeness of quantitative data and the plausibility of qualitative information that correspond to these material topics, against the requirements of GRI 103 Standard "Management Approach". The engagement also included a limited level assurance on 2 non material topics against the same criteria.
3. Reasonable level assurance on the accuracy and completeness of quantitative data and plausibility of qualitative information regarding the application of the Materiality Principle, according to the requirements of the GRI 101 Standard.
4. Limited level assurance on the Report's "In accordance" – Core adherence against the GRI Standards' requirements.

The GRI General and Specific Disclosures under the scope of our engagement are indicated in the Report's GRI Content Index, found on pages 218-226.

\* This statement has been translated from the Greek original version.

## WHAT WE DID TO FORM OUR CONCLUSIONS

In order to form our conclusions we performed (but were not limited to) the steps outlined below:

- Performed interviews with the Bank's Management executives in order to understand its corporate responsibility and sustainable development processes, policies and activities for the reporting period.
- Reviewed information in order to substantiate quantitative data and statements regarding the Bank's sustainable development performance during 2017, as these are presented in the Report.
- Reviewed the Bank's processes for determining material topics to be included in the Report, the coverage of these material topics within the Report, as well as material topics resulted from Media review, and through Corporate Responsibility Reports of selected peers.
- Reviewed the accuracy and completeness of quantitative data related to the results from the materiality analysis conducted by the Bank, as these are presented in the Report's materiality map, and the plausibility of statements that pertain to the application of the materiality principle.
- Reviewed the Bank's stakeholder engagement process through, among others, our presence during a relevant discussion with focus group.
- Interviewed executives responsible for managing, collecting and processing data related to the GRI General and Specific Disclosures under the scope of our engagement, for both internal and public reporting purposes.
- Reviewed data reported from the reporting entities (branches and management buildings) or from the Group's subsidiaries, to decide on the level of coverage (depending on assigned boundaries) and to examine, for selected cases, the checks which have been applied at corporate level.
- Reviewed relevant documentation and reporting systems, including, among others, data collation tools, standards and guidance documents.
- Reviewed the Report for the appropriate presentation of the GRI General and Specific Disclosures under the scope of our engagement, a procedure which also included discussions about limitations and assumptions relating to the way these data are presented.
- Reviewed the GRI Content Index found on pages 218-226 as well as the relevant references included therein, against the GRI Standards' requirements for the "In accordance – Core" option.

## LEVEL OF ASSURANCE

Our procedures for collecting evidence were designed in order to obtain a limited level of assurance (as set out in ISAE 3000) on which we formed our conclusions, with the exception of the application of the Materiality Principle for which the relevant procedures for collecting evidence were designed in order to obtain a reasonable level of assurance. The extent of the procedures for collecting evidence for obtaining a limited level of assurance is less than those designed to obtain a reasonable level of assurance and therefore a lower level of assurance is obtained compared to a reasonable assurance engagement.

## LIMITATIONS OF OUR REVIEW

- Our review was limited to the Greek version of the Report. In the event of any inconsistency in translation between the English and Greek versions, as far as our conclusions are concerned, the Greek version of the Report prevails.
- Our review was limited to information related to the GRI General and Specific Disclosures under the scope of our engagement, and did not include financial data nor the corresponding narrative text in the Report.
- We do not provide any assurance relating to future performance such as estimates, expectations or targets, or their achievability.
- The scope of our work did not include any third party activities or performance. In addition, it did not include any review of the accuracy of survey results assigned to third parties, nor Information Technology systems used by third parties, but was instead limited to the proper transposition of the final results –under the scope of our engagement– to the Report.
- Our review did not include testing of the Information Technology systems used or upon which the collection and aggregation of data was based by the Bank.



## CONCLUSIONS

Based on our work and according to the terms of reference and the limitations of our review, we report the following conclusions. Our conclusions are based on the appropriate application of the selected criteria and should be read in conjunction with the "What we did to form our conclusions" section above.

1. How complete and accurate are the quantitative data and how plausible is the qualitative information related to the GRI General Disclosures under the scope of our engagement?
  - Nothing has come to our attention that causes us to believe that any reporting unit or Group subsidiary company, according to the set boundary and time period stated in the Report, is not included in the quantitative data of the Report related to the GRI General Disclosures under the scope of our engagement.
  - Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the quantitative data related to the GRI General Disclosures under the scope of our engagement, or in the transposition of these data to the Report, that would materially affect the way they are presented.
  - We have reviewed information and explanations on selected Management statements related to the GRI General Disclosures, as these are presented in the Report, for which no misstatements came to our attention.
2. How complete and accurate are the quantitative data and how plausible are the statements of the Specific Disclosures relating to the (10) material and (2) non-material topics under the scope of our engagement?
  - Nothing has come to our attention that causes us to believe that any reporting unit or Group subsidiary company, according to the set boundary per material topic and the time period stated in the Report, is not included into the quantitative data of the Report related to the GRI Specific Disclosures under the scope of our engagement.
  - Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the quantitative data related to the GRI Specific Disclosures under the scope of our engagement, or in the transposition of these data to the Report that would materially affect the way they are presented.
  - We have reviewed information and explanations on selected statements, as they are presented in the Report, relating to the material topics under the scope of our engagement against the requirements of the GRI 103 Standard "Management Approach", for which no misstatements came to our attention.
3. Is the Materiality Principle applied according to the requirements of GRI 101 Standard?
  - According to our opinion, the Report has been developed by reasonably applying, in all material respects, the Materiality Principle, according to the requirements of GRI 101 Standard.
4. Does the Report meet the GRI Standards' requirements of the "In accordance – Core" option?
  - Based on our work, nothing has come to our attention that causes us to believe that the Report does not meet the requirements of the "In accordance – Core" option, as presented in the GRI Content Index, found on pages 218–226.

## INDEPENDENCE

We have implemented a set of audit quality control policies and practices which meet the requirements of the International Standards on Quality Control issued by the International Auditing and Assurance Standards Board (IAASB), including the International Standard of Quality Control 1 (ISQC 1). We conducted our engagement in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants ("the Code"), which requires, among other requirements that the members of the engagement team, as well as the assurance Firm, are independent of the client, including not being involved

in writing the Report. EY has systems and processes in place to monitor compliance with the existing independence rules as they are defined by the Code. EY and all professional personnel involved in this engagement have met these independence requirements.

## **ASSURANCE TEAM**

The professionals who participated in the engagement are members of and are supported by the EY Climate Change and Sustainability Services Global Network, which undertakes similar engagements in Greece and at a global level.

Athens, 11 June 2018

For and on behalf of  
ERNST & YOUNG (HELLAS)  
Certified Auditors Accountants S.A.

Vassilios Kaminaris

*Selected Figures  
Associated with the  
2017 Sustainable  
Development Report*

15.1 thousands

Employees from continued activities

98%

Internal coverage of staffing needs

684 thousands

Training man-hours

30 thousands

Shareholders

577

Meetings/Briefings  
with Investors and Analysts

Contribution to society,  
culture and the environment

1.4%

of annual Group operating  
expenses in 2017

126

Volunteer Actions

5.6 mn

Active Group customers

94%

Customer satisfaction Index in Greece  
(of total respondent customers)

25 thousands

Green Banking customers

Human Resources

Investment Community

Society

Customers

## CULTURE

1. 9 thematic Museums in selected regions of Greece:
  - Soufli
  - Dimitsana in Arcadia
  - Lesvos
  - Tinos
  - Stymphalia (in the mountainous region of Korinthia)
  - Volos
  - Sparta
  - Chios
  - Ioannina
2. 314,844 visitors in 2017 (270,771 Greeks and 44,073 foreigners), of which 74% free of charge.
3. Operation of the Historical Archive as a multi-purpose hall with multiple visitors.
4. Enhancement of PIOP Library's operation and expansion of titles with emphasis on the environment.
5. Enhancement and strengthening of PIOP's presence in Thessaloniki with the inauguration of an exhibition at Piraeus Bank Conference Center, regarding the economic history of the city.
6. Implementation of environmental programs for the energy upgrading of PIOP Museums and the submission of the relevant folders for the inclusion of the projects in the new program of the European Structural and Investment Funds (ESIF).
7. 14 exhibitions, 166 cultural actions, 133 partnerships with third parties, 182 training actions for children, 34 regular training programs at all Museums of PIOP Network.
8. Partnerships with third parties such as Technopolis (Municipality of Athens), "Magniton Kivotos" in Magnesia, the Nikos Kazantzakis Museum and Kazantzakis Publications, the National Theatre of Greece, the Athens Symphony Orchestra, the Jewish Museum of Greece and the Jewish Community of Ioannina, the Hellenic National Commission for UNESCO, the Benaki Museum, the Historical Museum of Crete, the National Library of Greece and the "Diazoma" citizen's movement for the promotion of ancient monuments and theatres.
9. Realization of a research program on the economic history of the business center of Thessaloniki, which was the theme of the respective exhibition.
10. Scientific support by PIOP to the Hellenic Ministry of Culture and Sports for the promotion of intangible cultural heritage of Greece. PIOP holds the UNESCO certification as an advisory body on matters of intangible cultural heritage.
11. Participation of PIOP's Chairman in the Museums' Committee and of PIOP's Director in the National Committee for Intangible Cultural Heritage of the Hellenic Ministry of Culture and Sports.
12. 1,901 volumes of PIOP publications were donated to libraries, social groups and organizations, 109 educational folders were delivered to schools, 1,470 volumes (14 titles) of PIOP publications were provided as university textbooks at significantly lower prices.
13. Participation of PIOP executives in national and international scientific and educational bodies.

## ENVIRONMENTAL PROTECTION

### IMPROVEMENT OF ENVIRONMENTAL PERFORMANCE

#### Environmental Management System

Piraeus Bank has developed and implements an Environmental Management System (EMS) in all of its branches and administration buildings, certified according to the Regulation Eco-Management and Audit Scheme (EMAS) of the European Union and the standard ISO 14001:2015. The Bank is one of the largest organizations to have received these demanding environmental certifications.

#### 2017 Key Environmental Achievements

1. 2% reduction in electricity consumption per employee.
2. 1% reduction of total CO<sub>2</sub> emissions per employee.
3. 7% reduction in total paper consumption.
4. 74% of total consumed paper was environmentally certified (eco-label or FSC<sup>1</sup>).
5. In over 300 buildings, energy and water consumption are monitored in real time through the "Energy Office".

### ADDRESSING CLIMATE CHANGE

1. Total climate exposure of the Bank's business loan-holders was estimated at €541.5 mn for 2017, or 1.3% of total turnover. Physical exposure constitutes 48.7% and regulatory exposure 51.3% of total climate exposure.

<sup>1</sup> FSC® (Forest Stewardship Council®), Its mission is to promote environmentally responsible, socially beneficial and economically viable management of the world's forests.

## ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM (ESMS)

1. In 2017, implementation of the Environmental and Social Management System (ESMS) was completed in the Group's business financing with commencement of its gradual application.
2. The Group's Credit Policy was enriched with details and clarifications regarding the criteria required for the environmental and social assessment of business loans.
3. All loan agreements were enriched with general environmental and social terms as well as with the addition of Appendixes.
4. Processes, documents, banking systems were amended to support the requirements of the new system.
5. Successful execution of the pilot application of the system, during which Environmental and Social assessments were made with on-the-spot checks to customers/businesses from specialized consultant firms. The aim of the pilot application was the assessment and selection of the consultants for cooperation agreements.
6. In 2017, a total of 14 in the classroom seminars were held, covering 1,554 training man-hours, with the participation of 259 executives from the relevant units. The aim of the seminar, which was designed and executed by the Green Banking & Development Programs Unit, was to inform and familiarize executives with the ESMS requirements as well as the new prospects created in the business loans by implementing the system.
7. At the end of 2017, the design of an e-learning lesson commenced on the issue of assessing environmental & social risks in business loans with the aim of disseminating the system and informing Bank employees.
8. In order for ESMS to remain an effective and functional assessment and management system it will require reviews and improvements on a regular basis.

## GREEN BANKING

1. 1,134 MW of RES (Renewable Energy Sources) capacity funded by Piraeus Bank Group until the end of 2017.
2. Piraeus Bank's Green loans prevented the emission of over 2.35 mn tonnes of CO<sub>2</sub> into the atmosphere.
3. 8% increase versus 2016 in total Green Banking customers, who by year-end 2016, were more than 24,800 in total (individuals and businesses).

## PROTECTION OF BIODIVERSITY

As the last year of implementation of the EU co-funded LIFE-Stymfalia project progresses, the conditions for connecting management of nature with the quest for sustainable business activities are highlighted. This innovative project, coordinated by Piraeus Bank, constitutes one of the very few examples in the EU of development of entrepreneurship through the protection of the environment.

Piraeus Bank is the only financial institution in Greece to develop a strategy for businesses and biodiversity. With its participation in international initiatives, it contributes to the shaping of EU policies on the financing of biodiversity.

# *Content and Compilation Methodology of the 2017 Sustainable Development Report*

The present Sustainable Development Report (SDR) covers the calendar year 2017 and forms an essential part of the Piraeus Bank Group Annual Report.

The Sustainable Development Report aims to provide complete and symmetric presentation of certain important nonfinancial aspects of the organization's work in relation to its administrative structure, its customers, suppliers, employees, society and the environment. It also serves the purpose of gradually and fully implementing the corporate responsibility principles already in effect at Piraeus Bank to all Group subsidiaries as well as extending the relevant know-how required.

The present Report has been prepared in accordance with the ISO 26000 and the GRI Standards: Core option, which determines its content and quality guidelines (Balance, Comparability, Accuracy, Regular and Timely Information Provision, Clarity, Reliability).

Piraeus Bank Group has been implementing the Global Reporting Initiative principles for the 11th consecutive year, believing that this model defines a clear framework of principles that facilitates the disclosure and communication of corporate responsibility topics for both the Bank Group itself and all stakeholders.

The Table of Global Reporting Initiative (pages 218-226) contains all the information for GRI indices required for

the "In Accordance – Core" option. Since 2013 the Group has also been abiding by the International Standard Guidelines for Social Responsibility ISO 26000 (pages 227-230), with the aim of strengthening and optimally incorporating social responsibility into the Organization's values and principles. This international standard contains guidelines for the implementation and promotion of the basic principles of corporate responsibility in a company's activities, in key issues such as: corporate governance, human rights, labor practices, the environment, fair operating practices, consumer issues and participation in and growth of society.

Piraeus Bank Group voluntarily follows the guidelines for the publication of annual and progress reports as indicated by the UN Global Compact, and posts its Annual Report on the relevant website ([www.unglobalcompact.org](http://www.unglobalcompact.org)). Additionally, Piraeus Bank Group, recognizing the importance of the 17 Sustainable Development Goals (SDGs) and the widespread acceptance of the Goals globally, matches the most material topics identified by the materiality analysis (page 30) with the goals defined as the most relevant for the Group.

The present Piraeus Bank Group Report has been assured by Ernst & Young. The detailed Independent Assurance Statement is included in pages 15-18 of the present Report.

## **COLLECTION AND PROCESSING OF SUSTAINABLE DEVELOPMENT REPORT DATA**

For the collection and processing of the 2017 data, electronic database management systems were applied and internal processes have been adopted in order to ensure the validity and reliability of information.

The 2017 Sustainable Development Report aims to cover all Group activities; however, some of the data reported and quantitative measurements are focused on specific areas of its activities. Whenever this applies, reference is made to the relevant Report sections.

## **DIALOGUE WITH STAKEHOLDERS AND PROMOTION OF SUSTAINABLE DEVELOPMENT ISSUES**

Communication and dialogue with stakeholders constitutes a strong tool for promoting key issues related to Sustainable Development. It distinguishes the most material issues, namely those that reflect the economic, environmental and social impact of the organization or that significantly influence the assessments and the decisions of stakeholders. These issues constitute the basis for the development and activation of mechanisms for constant improvement of an organization's operations.

Towards this direction, in 2017 as well, apart from the regular communication and collaboration framework that has been established with each group of stakeholders, as described on pages 31-36 – Piraeus Bank has also adopted an evaluation process combined by means of a survey and a focus group discussion in order to define and record current issues related to sustainable development issues based on principles of Materiality, Stakeholder Participation, Viability Sustainability Context and Completeness. Participants were invited to assess, on a standardized scale (from 1=not at all to 5=strongly), an extensive range of corporate responsibility issues regarding the level of materiality. The questionnaire was addressed to an extensive sample of 1,139 participants, both internally and externally of the Group. More analytically, the questionnaire was e-mailed to participants and it was also uploaded on the Group's website and in social media in order to facilitate the general public's participation in the questionnaire. Additionally, the Bank for a second consecutive time organized a focus group discussion, thus gaining the benefit of direct communication and the opportunity for an open dialogue and the collection of comments with the aim of further enhancing the process of defining and classifying the material topics which clearly influence the decisions and interests of stakeholders. More specifically, following the first focus group discussion with partner suppliers organized by the Bank in 2016,



a similar focus group discussion was organized with customers, comprised of two groups of customers: individual customers and businesses. The discussion was coordinated by an external Bank partner with the presence of representatives from ERNST & YOUNG HELLAS, thus ensuring alignment with the principles of the 2015 AA1000 Stakeholder Engagement Standard as well as the validity of the procedure. This open dialogue highlighted the sustainable development practices which are ranked as the most significant by customers – this ranking is defined by the type of relationship they have with the Bank.

The Group aims to organize similar meetings with focus groups annually and to expand the sample of stakeholders to participate in these in order to utilize the results in enhancing the sustainable development practices it implements.

## MATERIALITY SURVEY BASED ON QUESTIONNAIRE

The materiality survey was conducted based on a questionnaire compiled for the purpose of assessing 20 topics related to the stakeholders' reasonable expectations and interests, which consequently have an impact on society, the economy and the environment. These topics have emerged from Piraeus Bank's systematic communication with the interested parties and are defined by the actuality, current crisis conditions, existing corporate responsibility practices as well as surveys and corporate responsibility indices pertinent to the Bank. All material topics might change over time and as deeper knowledge of these is acquired. Piraeus Bank re-evaluates their materiality once a year, in the context of compiling the Annual Report. The 20 topics were ranked based on their materiality in relation to the stakeholders judgment and decision as well as to their contribution to sustainable development. At the same time, participants noted areas of improvement and/or changes, which will be taken into consideration by the Group.

More specifically, the issues incorporated in the survey's questionnaire constitute aspects of sustainable development which affect stakeholders' judgment and decisions regarding Piraeus Bank and may possibly have a positive or negative effect on their expectations and interests (customers, employees, suppliers, investors/shareholders, investment analysts, the media, supervisory and regulatory authorities, the business community, the social/environmental/cultural bodies, NGOs etc).

From the analysis of the survey results it was concluded that each category of respondents has a different perspective on the significance of each topic. During the hierarchy process, the ranking of each material topic was weighted in relation to all the questionnaires answered for each category of stakeholders as well as for the Group's management aspect. Based on the results, the following 10 topics arose for both sides, distinguished in order of materiality, and are presented below:

- |   |  |
|---|--|
| <p>1. <b>New technologies (Q2)</b></p> <ul style="list-style-type: none"> <li>• The Bank utilizes new technological solutions in order to enhance the quality of products/services to the benefit of its customers.</li> </ul>  | <p>programs, historical archive), thus contributing to the preservation of the traditional technology and industrial technology of Greece.</p>   |
| <p>2. <b>Financial performance (Q1)</b></p> <ul style="list-style-type: none"> <li>• The Bank, with a specific strategic plan, sets distinct strategic priorities that enhance its financial performance and contribute to the restarting and recovery of the Greek economy.</li> </ul> | <p>4. <b>Employability (Q6)</b></p> <ul style="list-style-type: none"> <li>• The Bank offers full-time employment and is one of the largest employers in Greece.</li> </ul>  |
| <p>3. <b>Promotion of tangible and intangible cultural heritage of the country (Q19)</b></p> <ul style="list-style-type: none"> <li>• The Bank, through PIOP, records, highlights and promotes tangible and intangible cultural heritage of Greece (Museum Network, research</li> </ul> | <p>5. <b>Supporting local communities through the museum network of the Piraeus Bank Group Cultural Foundation - PIOP (Q18)</b></p> <ul style="list-style-type: none"> <li>• The Bank operates a Network of nine thematic museums in the Greek periphery, where life-long learning cultural actions are organized while also supporting employment, tourism and the economy of local communities.</li> </ul> |

6. **Socially and environmentally responsible banking products and services (Q3)**
  - The Bank offers specialized products and services of social and environmental benefit (e.g. green and agricultural products).
7. **Risk management (Q13)**
  - The Bank places particular emphasis on effective monitoring and management of risks in order to maintain stability and continuation of activities.
8. **Corporate governance (Q12)**
  - The Bank ensures the transparency, completeness, functionality and efficiency of the existing system of corporate governance.
9. **Improving environmental performance (Q14)**
  - The Bank develops strategies for the improvement of environmental performance and reduction of the environmental footprint from its operation.
10. **Reassurance of human rights with equal opportunities and integration of diversity (Q8)**
  - The Bank ensures employee awareness and education on issues related to safeguarding human rights and provides equal opportunities and incorporation of diversity in the workplace.

The Bank has selected to assure 10 of the above topics, (Q1, Q2, Q3, Q6, Q8, Q12, Q13, Q14, Q18, Q19), with the external firm ErnstYoung (EY).

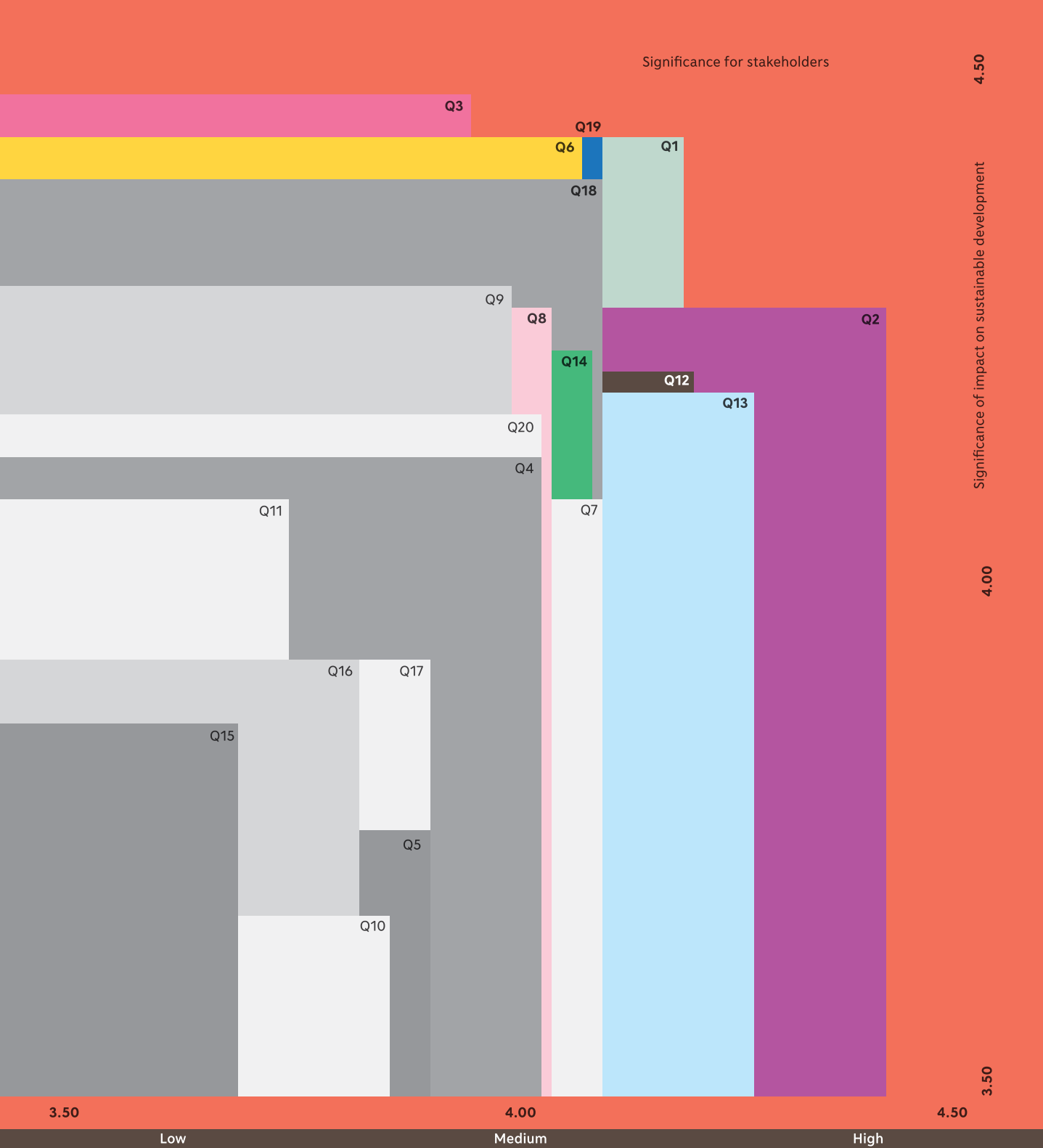
Moreover, it is duly noted that for the purpose of comparability with previous years, the Bank has selected to assure two additional topics, specifically Q7 (Constant training and development of employees) and Q15 (Protection of biodiversity).

The table below presents the aforementioned material topics, as well as their correlation with the GRI Standards and defines their boundaries.

Material Topic	Corresponding GRI Standards Material Topic	Boundaries
New technologies	Not applicable	Piraeus Bank Group, Customers, Employees, Suppliers, Other Banks, Fintech, Competitors
Financial Performance	Economic Performance	Piraeus Bank Group, Business Community, State-Regulatory Authorities, Customers, Suppliers
Promotion of the tangible and intangible cultural heritage of the country	Indirect Economic Impact	Piraeus Bank Group, PIOP, Social/Environmental/Cultural Stakeholders, Local Communities, NGO's, State
Employability	General Disclosures	Piraeus Bank Group, State
Support local communities through the museum network of the Piraeus Bank Group Cultural Foundation – PIOP	Indirect Economic Impact	Piraeus Bank Group, PIOP, Social/Environmental/Cultural Stakeholders, Local Communities, NGO's, State
Socially and environmentally responsible banking products and services	Product Portfolio	Piraeus Bank Group, Customers, NGO's, State, Regulatory Authorities, Ombudsman, Consumer Protection Bureau

Material Topic	Corresponding GRI Standards Material Topic	Boundaries
Risk management	Economic Performance	Piraeus Bank Group, State-Regulatory Authorities, Suppliers, Investors/Shareholders, Customers, State
Corporate governance	General Disclosures	Piraeus Bank Group, State-Regulatory Authorities
Improving environmental performance	Materials, Energy, Emissions, Effluents and Waste	Piraeus Bank Group, Suppliers
Reassurance of human rights with equal opportunities and integration of diversity	Human Rights Assessment	Piraeus Bank Group, Customers, State, Suppliers
Continuous training and development of employees	Training and Education	Piraeus Bank Group, Customers, Training Providers
Protection of biodiversity	Biodiversity	Piraeus Bank Group, PIOP, Social/Environmental/Cultural Stakeholders, Local Communities, NGO's, State

The chart below depicts the results of the materiality analysis of the survey regarding the 2017 Sustainable Development Report. The horizontal axis represents how stakeholders perceive the materiality of each topic and the vertical axis represents the evaluation given by Piraeus Bank Group, regarding the significance of the impact of these topics on the economy, society and the environment.



Materiality Analysis

- Q1 Financial performance**
- Q2 New technologies**
- Q3 Socially and environmentally responsible banking products and services**
- Q4 Financial inclusion**
- Q5 Responsible procurement**
- Q6 Employability**
- Q7 Continuous training and development of employees**
- Q8 Reassurance of human rights with equal opportunities and integration of diversity**
- Q9 Healthy, safe and modern workplace**
- Q10 Recognition and reward of high performance for high-potential employees' retention**
- Q11 Clear communication of the Bank's strategic direction to all employees**

- Q12 Corporate governance**
- Q13 Risk management**
- Q14 Improving environmental performance**
- Q15 Protection of biodiversity**
- Q16 Climate change**
- Q17 Environmental and social risk management system in financing**
- Q18 Supporting local communities through the museum network of the Piraeus Bank Group Cultural Foundation – PIOP**
- Q19 Promotion of tangible and intangible cultural heritage of the country**
- Q20 Connecting culture to the environment and sustainable development**

# Mapping of UN Sustainable Development Goals to Material Topics in the Report

## Material Topics

Q2. New technologies

Q1. Financial performance

Q19. Promotion of tangible and intangible cultural heritage of the country

Q6. Employability

Q18. Supporting local communities through the museum network of the Piraeus Bank Group Cultural Foundation – PIOP

Q3. Socially and environmentally responsible banking products and services

Q13. Risk management

Q12. Corporate governance

Q14. Improving environmental performance

Q8. Reassurance of human rights with equal opportunities and integration of diversity

Q7. Continuous training and development of employees

Q15. Protection of biodiversity

## Sustainable Development Goals



Piraeus Bank Group, through the partnerships it seeks and implements, contributes to Goal 17, which strengthens the achievement of all other Sustainable Development Goals. For more details regarding the 17 UN Sustainable Development Goals (SDGs), please refer to: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

# Stakeholders' Dialogue

Piraeus Bank Group defines as its main stakeholders the natural and legal persons whose reasonable expectations and interests are significantly affected by its operation as well as those whose actions are reasonably assumed to directly impact the Group’s ability to successfully achieve its strategies and targets.

In the framework of its activities and operations, the Group promotes regular communication with stakeholders, the frequency of which is determined by the nature of the relationship with the stakeholders in order to fulfill their needs and expectations and to promptly and effectively respond to issues concerning them. As a result, by means of the dialogue which was pursued in 2017 as well, the Group recognized that the key issues of stakeholders include the exploitation of new technologies to better serve their needs, respect of human rights, employability and respect for the environment and culture as factors contributing to sustainable development as well as issues related to corporate governance, financial performance and risk management.

## CUSTOMERS

How do we interact?	
1. Branch network	7. Seminars and informative meetings with customer groups
2. Digital networks (ATM, APS, e-banking, mobile banking)	8. Customer satisfaction survey
3. 24h/7 Customer Call Centre	9. Personal Partners (Personal, RM-Relationship Managers)
4. e-branches	10. Social media
5. Website (Bank site, microsite)	
6. Banking Ombudsman	

<i>What are their expectations?</i>	
1. Accessible and easy banking 24/7	10. Provision of products and services to vulnerable social groups
2. Innovative products and services	11. Enhancement of business initiatives with the aim of promoting competitive sectors with growth prospects and possibilities
3. Transparent and fair commissions and charges (Transparency in banking transactions)	12. Improvement of Environmental Performance/ Reduction of the Bank's Environmental Footprint/ The Bank's response to the great environmental challenges (Climate Change and Reduction of Biodiversity)
4. Customer Personal Data Protection/ Protection of Company Data	13. Transaction security (reference to anti-Fraud)
5. Personalised service and consulting services	
6. Quick and direct service	
7. Financial sustainability of Group	
8. System of Corporate Governance of high standards	
9. Socially responsible management of NPEs	
<i>What is our response?</i>	
1. Responsible information and provision of products and services with respect to the code of business conduct and ethics	18. Sharemarket Results, Annual Report and Sustainable Development Report
2. Digital banking service (e-banking, mobile banking)	19. Establishment of request receiving application, either through special form on the website or e-mail
3. Automated services (ATM, PPU, APS)	20. Regular dialogue between Personal Partner and customer for complete and individualized covering of their needs (additional reference to training and executive certification on investment and insurance programs)
4. Electronic updates (e-statements, alerts)	21. Constant upgrading of the corporate governance systems
5. e-services for companies (easypay point, Dias Debit, mybank, MasterPass Wallet)	22. New, innovative and unique in Greece services for people with disabilities (innovative at EU level as well) – Framework of serving people with specialized banking services needs
6. Loyalty programs	23. Data Governance
7. Constant updating of anti- fraud systems	24. Platform 360° for development programs to programs to SMEs (NSRF)
8. e-branches	25. Specialized Products for specific customer groups (eg Contract Farming, Agro-Carta, Exoikonomisi Kat' Oikon, Consumer Loan for Knowledge and Skills, tourism)
9. Branch Network and Call center	26. Systematic support of Green entrepreneurship through green products and services
10. Code of Conduct	27. System of environmental and social risk assessment of loans (ESMS)
11. Privacy Policy	28. EMAS & ISO 14001 Certification
12. Customer Segmentation	
13. Grievance process and specialized Service of customer written complaint management	
14. Provision of specialized information on financial assistance to businesses through Development agencies	
15. Regular Customer Satisfaction surveys	
16. Voice of Customer program: tool applied for systematic and structured collection and analysis of the customers' experience with the Bank's products and services	
17. Enhancement of customers' financial literacy through specific programs (eg.use of digital channels)	

## HUMAN RESOURCES

<i>How do we interact?</i>	
1. Internal networks (Intranet–HR Portal)	5. Training and development programs
2. Employee Engagement Survey. Smaller – scale surveys (polls, focus group)	6. Dialogue with collective representation unions
3. Open communication with all HR through the role of HR-Business Partner	7. Performance Management
4. Meetings/ events	8. Work relation framework and code of conduct
	9. Participation in the Environmental Management System



<i>What are their expectations?</i>	
1. Health and safety in the workplace	6. Employability and constant employee development
2. Open, two-way communication with management	7. Actions for society
3. Recognition and high – standard rewarding	8. Human Rights Assurance
4. Equal opportunities and incorporation of Diversity	9. Reduction of the Bank's environmental footprint
5. Clear strategic direction	
<i>What is our response?</i>	
1. Employee Support Programs for employees and their families	9. Strengthening of the Greek economy through the provision of full-time employment (2nd employer in Greece). Contribution to reduction of brain drain through systematic support of youths
2. Academies and training programs	10. Staff planning and Bank employee retention as well as attracting experienced executives from the job market
3. Internal network «HR portal» providing information on human resources issues	11. Posting of the Human Rights Policy on the corporate site
4. Employee Satisfaction Survey	12. Shaping of the Framework of Professional Development
5. Benefits eg. Healthcare Insurance, Permanent Disability and Medical Coverage Program	13. Re organization (of the Bank's structure)
6. Communication of the results of the Employee Engagement Surveys & Focus Groups/Connection of Performance Indices with results	14. Volunteer Actions
7. Redesign of the Performance Management process	15. Design and Implementation of Programs related to the health and safety of human resources
8. Incentive scheme	16. EMAS & ISO 14001 Certification

## INVESTMENT COMMUNITY

<i>How do we interact?</i>	
1. Disclosure of quarterly financial results (presentations, press releases, teleconferences, internet)	5. Daily contact through emails or teleconferences
2. Announcement of corporate developments (press releases, internet)	6. Satisfaction survey of the services provided to analysts by the specialized Shareholder Registry
3. Disclosure of Financial Results on quarterly basis (presentations, press releases, teleconferences)	7. Annual Business Report and Sustainable Development Report
4. Contact with the Shareholder Registry	8. General Meetings of Shareholders
<i>What are their expectations?</i>	
1. Profitability and growth	7. Solid risk management system
2. Solid, sustainable financial performance	8. Provision of complete, accurate and prompt information (financial and other) regarding the course and strategy of the Group
3. Best corporate reputation	9. Information on changes to the supervisory and regulatory framework
4. Corporate Governance System of high standard	
5. Transparent communication	
6. Compliance with laws and regulations	
<i>What is our response?</i>	
1. Constant development and strengthening of the corporate governance system	in Piraeus Bank's equity or debt securities (financial and other information)
2. Enhancement of risk management systems	5. The Bank assesses the environmental and social risks of its loanholders, as it arises from their business activities (ESMS)
3. Creation and publication of the "AGENDA 2020" strategic plan	
4. Information regarding the course and the strategy of the Group as basis for assessing investment	6. The Bank participates in and is assessed by international sustainability indices whereby investors are informed

## STATE-REGULATORY AUTHORITIES

<i>How do we interact?</i>	
1. Ordinary and extraordinary communication with supervisory authorities	3. Written and electronic communication
2. Data provision, report compilation, meetings, participation in consultations	4. Meetings and on-site visits
	5. Regular reporting
<i>What are their expectations?</i>	
1. Compliance with policies and regulations	4. Compliance with institutional framework to the benefit of investors/customers/employees
2. Compliance with commitments	5. Ensuring the Group's financial sustainability
3. Strengthening of banking practices	
<i>What is our response?</i>	
1. Group compliance with the applicable supervisory and regulatory framework (Group Regulatory Compliance), information regarding policies, processes and adoption of mechanisms & KPIs for monitoring	2. Detailed reports on the commitment compliance plan
	3. Regular performance reports
	4. Improvement in corporate governance practices
	5. Compliance with Environmental Legislation/EMAS & ISO 14001 Certification

## SOCIETY, CULTURE, THE ENVIRONMENT

<i>How do we interact?</i>	
1. Operation of a Museums' Network on a national level	4. Social media
2. Organization of cultural events and training programs on a local level	5. Annual Sustainable Development Reports which include environmental performance data
3. Website of the Piraeus Bank Group Cultural Foundation (PIOP)	
<i>What are their expectations?</i>	
1. Economic development through investments on the local communities	7. Improvement in the measurement of resources' consumption
2. Utilization of local human resources and the provision of equal employment opportunities	8. Incorporation of environmental criteria in funded projects, investments and suppliers
3. Financial support through green products and services	9. Development of strategies for improved environmental performance and reduction of the environmental footprint from the Group's operation
4. Financial education	10. Implementation of processes for management of the regulatory and physical risks deriving from climate change and development of risk assessment tools
5. Minimization of environmental impact (waste and emissions)	
6. Sustainable use of non-renewable resources (energy, water, paper)	
<i>What is our response?</i>	
1. Support of local actions (social, cultural, environmental)	5. Collaboration with local suppliers
2. Charitable initiatives to support important local issues	6. Creation of jobs in local communities
3. Advisory role to third parties for cultural development projects	7. System of environmental and social risk assessment of loans
4. Environmental initiatives with EU co-financing	8. Implementation of Environmental Policy through

related programs (recycling, more effective natural resource management) and through environmental awareness of employees with the aim of reducing environmental impact	10. Volunteer Actions
9. The Bank assesses the impact and the opportunities arising from climate change for sectors of the Greek economy	11. Realization of EU-co financed projects for the promotion of business and biodiversity

## THE MEDIA

<i>How do we interact?</i>	
1. Press releases and conferences	3. Social Media
2. Communication through the Bank's Press Office	
<i>What are their expectations?</i>	
1. Timely and precise information provision to journalists on current issues of the banking sector	
<i>What is our response?</i>	
1. Information, communication and promotion of corporate actions and products of the Group	economy and finance related issues, articles for the environment, for culture etc
2. Interviews and communication of opinions on	

## NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

<i>How do we interact?</i>	
1. Conferences, meetings with NGO representatives	3. Cooperation for the implementation of common European projects for the protection of biodiversity and the environment
2. Sustainability Reports related to society and the environment	4. Synergies for actions of interest for the environment.
<i>What are their expectations?</i>	
1. Reduction of environmental and social impact from the Group's operation	and entrepreneurship as well as enhancement of the social fabric
2. Development of innovative solutions for biodiversity	3. Support of environmental activities
<i>What is our response?</i>	
1. Supporting environmental and social actions	5. Implementation of Environmental Policy through related programs (recycling, more effective natural resource management) and through environmental awareness of employees with the aim of reducing environmental impact
2. Volunteer programs	
3. Support of vulnerable groups	
4. The Bank supports programs and sustainable business initiatives that protect biodiversity and ecosystems	

## SUPPLIERS/SERVICE PROVIDERS

<i>How do we interact?</i>	
<ol style="list-style-type: none"> <li>1. Submission of offers</li> <li>2. Established procedures for the participation, evaluation and selection of suppliers and service providers through outsourcing.</li> </ol>	<ol style="list-style-type: none"> <li>3. Policy of management of suppliers and service providers</li> </ol>
<i>What are their expectations?</i>	
<ol style="list-style-type: none"> <li>1. Transparency in the infrastructures of the Group's governance and operation and in the processes of assessment and selection of partners and suppliers</li> <li>2. Selection of supplies from local businesses</li> </ol>	<ol style="list-style-type: none"> <li>3. Information provision on the course of the submitted offer</li> <li>4. Timely payment of services provided</li> </ol>
<i>What is our response?</i>	
<ol style="list-style-type: none"> <li>1. Renewal of the list of partnering suppliers and service providers with preference for local suppliers where possible</li> <li>2. Procurement Policy</li> </ol>	<ol style="list-style-type: none"> <li>3. Implementation of social and environmental criteria in supplier selection</li> <li>4. Human Rights compliance in the supply chain</li> </ol>

# *Participation in Global Initiatives and Harmonization with Global Standards*

Piraeus Bank actively participates in global initiatives and corporate sustainability indices. Through these initiatives and based on international standards and practices, the Bank undergoes continuous assessment and upgrades its sustainability practices.

## **PARTICIPATION IN GLOBAL INITIATIVES FOR SUSTAINABLE DEVELOPMENT**

### **UNITED NATIONS GLOBAL COMPACT**

Since 2004, Piraeus Bank has been voluntarily participating in the UN Global Compact, actively supporting and promoting its principles, which pertain to human and labor rights, environmental protection and anti-corruption. The 10 Global Compact principles and the actions taken by Piraeus Bank in order to comply with these are the following:

<i>Basic Principles</i>		<i>Implementation Method Description or Reference to the 2017 Sustainable Development Report</i>
Human Rights	<ol style="list-style-type: none"> <li>1. Support, respect and protection of internationally proclaimed human rights within the businesses and their sphere of influence</li> <li>2. Ensure that businesses have no complicity in human rights abuses</li> </ol>	<ul style="list-style-type: none"> <li>• Full compliance of the Group with the relevant Greek and international legislation</li> <li>• Implementation of the Group's Human Right's Policy</li> <li>• 2017 Sustainable Development Report, Adoption of Best Workplace Practices</li> </ul>
Labour	<ol style="list-style-type: none"> <li>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</li> <li>4. Elimination of all forms of forced and compulsory labour</li> <li>5. Effective abolition of child labour</li> <li>6. Elimination of discrimination in respect of employment and occupation</li> </ol>	<ul style="list-style-type: none"> <li>• Full compliance of the Group with the relevant Greek and international legislation</li> <li>• 2017 Sustainable Development Report, Adoption of Best Workplace Practices</li> </ul>
The Environment	<ol style="list-style-type: none"> <li>7. Support the precautionary principles in environmental challenges</li> <li>8. Undertake initiatives to promote greater environmental responsibility</li> <li>9. Encourage the development and expansion of environmentally-friendly technologies</li> </ol>	2017 Sustainable Development Report, Protection of the Environment
Anti Corruption	<ol style="list-style-type: none"> <li>10. Businesses should work against all forms of corruption, including extortion and bribery</li> </ol>	Code of Conduct and Compliance Policy <ul style="list-style-type: none"> <li>• Relevant terms in employment contracts</li> <li>• Labour Relations Framework</li> <li>• Control mechanisms and procedures, and anti-money laundering information systems (including fraud detection)</li> <li>• 2017 Sustainable Development Report, Corporate Governance Strengthening</li> </ul>

## UNITED NATIONS ENVIRONMENT PROGRAMME FINANCE INITIATIVE (UNEP FI)

Since 2007, Piraeus Bank has been participating in the United Nations Environment Program Finance Initiative (UNEP FI), having signed the UNEP Statement of Commitment by Financial Institutions on Sustainable Development. In accordance with the Statement of Commitment, Piraeus Bank recognises that economic development needs to be compatible with human welfare and a healthy environment and it has committed taking into consideration the environment, social responsibility and sustainable development in its business decisions.

## UN GLOBAL COMPACT "CARING FOR CLIMATE: THE BUSINESS LEADERSHIP PLATFORM"

The Bank has signed the UN Global Compact "Caring for Climate: The Business Leadership Platform", which provides a framework for businesses to advance practical solutions and create public awareness on Climate Change issues.

## INITIATIVE "PARIS PLEDGE FOR ACTION"

Piraeus Bank Group has joined the "Paris Pledge for Action" initiative, launched in the framework of the UN Climate Change Conference 2015 (COP21), whereby the Bank pledges to support the objectives of the Paris Agreement.

## "DECLARATION OF INTENT FOR ENERGY EFFICIENCY" OF THE UNITED NATIONS ENVIRONMENT PROGRAM FINANCIAL INITIATIVE

In September 2015 Piraeus Bank, co-signed the Declaration of Intent on Energy Efficiency of UNEP FI, recognising that the financial sector has the capability to direct capital flows towards activities and investments that promote energy efficiency. The Bank is willing to contribute actively and work for the development of such funding and guide customers to adopt best practices in their decisions. Lastly, the Bank is willing to co-operate with institutional and public bodies that pursue to develop funding tools for the climate.

## "POSITIVE IMPACT MANIFESTO" FOR THE TRANSITION TO AN INCLUSIVE GREEN ECONOMY OF UNEP FI

In 2015, Piraeus Bank co-signed along with other banks the "Positive Impact Manifesto for the Transition to an Inclusive Green Economy". The Manifesto relies on the positive impact of the banking sector and on funding of projects that have a positive impact on society.

## EU COMMUNITY OF PRACTICE FINANCE AND BIODIVERSITY – EU COP F@B

Since 2016, Piraeus Bank has been participating in the EU Community of Practice Finance and Biodiversity (EU CoP F@B) initiative to finance biodiversity and in the Advisory Board of the EU Business and Biodiversity Platform.

## DECLARATION OF ANTWERP

In 2016, the framework of the Ecosystem Services conference, Piraeus Bank co-signed the Declaration of Antwerp, raising the issue of refocusing the ecosystem services framework on the principles of sustainability and social justice.

## HELLENIC NETWORK FOR CORPORATE SOCIAL RESPONSIBILITY (CSR HELLAS)

Since 2007, Piraeus Bank is a full member of CSR Hellas, actively participating in initiatives regarding the promotion of corporate responsibility and good practices that are developed in Greek businesses.

## CORPORATE SUSTAINABILITY INDICES AND DISTINCTIONS

The corporate sustainability assessment indices monitor the share performance of the top companies globally with economic, environmental and social criteria, including as constituents companies with the best performance in Corporate Sustainability.

Piraeus Bank has been participating in such assessments since 2008 and is constantly improving its sustainability practices while also promoting itself to the international investment community as a Bank harmonized with the principles of Sustainable Development.

## FTSE4GOOD EMERGING INDEX

Piraeus Bank is a constituent of the FTSE4Good Emerging Index, following its launch in December 2016, by the global index provider FTSE Russel Group. The FTSE4Good stock market index analyses the performance

of businesses with the best practices in sustainability which meet internationally recognized standards of sustainable development.

### CARBON DISCLOSURE PROJECT (CDP)

Since 2010, Piraeus Bank has been submitting to the CDP information concerning its environmental performance and the respective actions and initiatives.

In 2017, Piraeus Bank maintained its CDP rating of "Management B". Piraeus Bank is the only Greek bank to have reached this level, thus proving that the Bank takes action in order to integrate climate risk and opportunity in its core business.

### CORPORATE RESPONSIBILITY INDEX (CRI)

Piraeus Bank received the Diamond distinction (2016-2017) for its Corporate Responsibility by the Corporate Responsibility Institute. Piraeus Bank participated in the Institute's annual assessment (CR Index) for the 10th consecutive year.

### OEKOM RESEARCH

Oekom Research, one of the largest research and rating agencies in the world in the field of responsible investments, in January 2018, upgraded Piraeus Bank's performance on issues of Corporate Responsibility to the level C- medium (on a scale from A+ to D-). Piraeus Bank's performance is above average in relation to the 253 companies of the financial sector that are evaluated, of which none has been rated above C+.

### MSCI ESG RESEARCH

MSCI ESG Research upgraded Piraeus Bank to the "BB" from "B" by positively assessing the Bank's practices for systemic risk management and the measures it takes to reduce the environmental impact of its financing through the implementation of its Environmental and Social Management System (ESMS).

### ISS CORPORATE SOLUTIONS – ENVIRONMENTAL & SOCIAL QUALITY SCORE

Piraeus Bank received the highest score of "1 – HIGHER DISCLOSURE" from ISS Corporate Solutions, both in the environmental and the social pillar ("Environmental & Social Quality Score"), compared to the global banking industry (as of May 2018). The score indicates the excellent identification and management of the relevant environmental and social risks and transparent disclosure practices.

### OTHER ASSESSMENTS

Piraeus Bank is systematically assessed by international rating agencies (vigeo-EIRIS, Sustainalytics etc.) in specific aspects of sustainable development (Corporate Governance, Human Resources, Human Rights, Business Behavior and Responsibility, the Environment). These agencies recognize the Bank's integrated approach to sustainability, while also noting the areas of improvement. It is noteworthy that the Bank has received particularly high ratings in the sector of the Environment.

### ETHIBEL EXCELLENCE INVESTMENT REGISTER

Piraeus Bank has been included for another year in the Ethibel EXCELLENCE Investment Register of the Forum Ethibel association. This selection is indicative of the Bank's constant focus on Corporate Social Responsibility, with a rating above average in the banking sector.



# Corporate Responsibility Principles

The European Commission defines Corporate Social Responsibility as "the responsibility" of enterprises for their impacts on society.<sup>2</sup>

For Piraeus Bank, Corporate Responsibility is the means by which businesses voluntarily incorporate social and environmental concerns into their business activities and in their interaction with other stakeholders. Piraeus Bank is committed to including social, environmental, and cultural aspects into its business practices and assumes initiatives over and above the legal obligations with the aim of enhancing social welfare and sustainable development.

## **CORPORATE GOVERNANCE STRENGTHENING**

1. Transparency in governance and operational structures, as well as in the processes of partners' and providers' assessment and selection.
2. Adoption and realisation of best practices of governance and operation.
3. Symmetric and systematic information dissemination to the investment and business communities, media and NGOs.

## **ALIGNMENT OF BUSINESS TARGETS WITH SOCIAL PROGRESS AND SOLIDARITY**

1. Effective customer service before and after product and service sales, with emphasis on the Bank's consulting role.
2. Strengthening of entrepreneurial initiatives with the aim of promoting competitive fields with potential and prospects for growth.

<sup>2</sup> European Commission, A renewed EU strategy 2011-14 for Corporate Social Responsibility, 25.10.2011.

## ADOPTION OF BEST WORKPLACE PRACTICES

1. Development of a humane and responsible organisation, where competent, committed and inspired employees work collectively to lead the market through diversity, to

innovate by adding value and to ensure the prosperity and sustainable development of the Group.

## HARMONIOUS RELATIONSHIP WITH SOCIETY

1. Returning part of the value generated by the Bank to society within a strategically designed and systematic framework of social actions.

## PROMOTION OF CULTURE

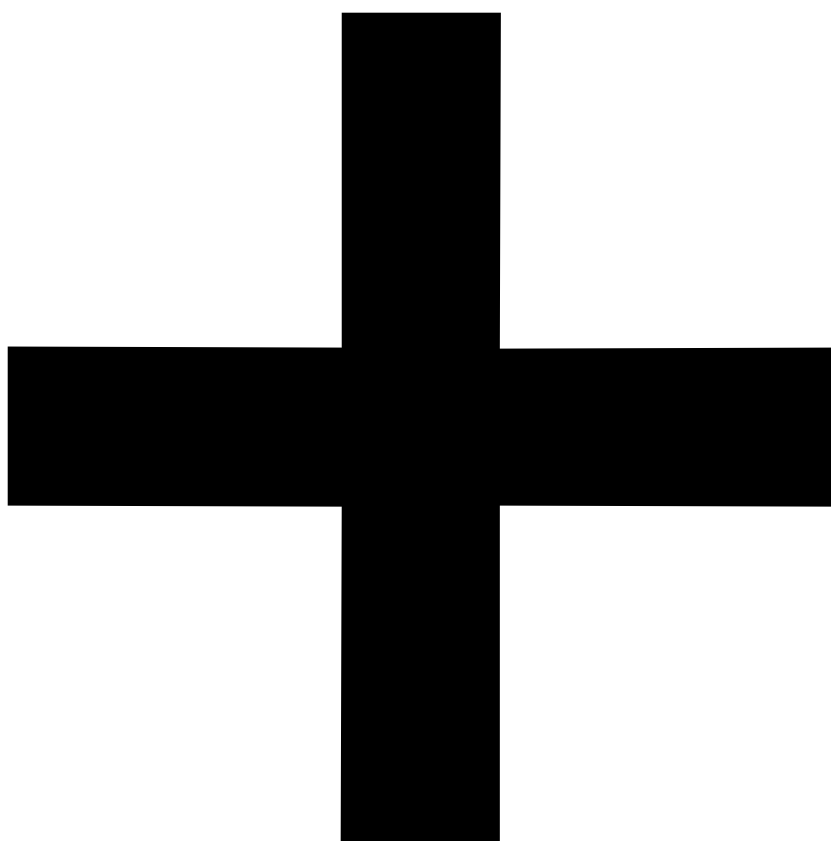
1. Active contribution to the promotion of Greece's cultural identity through the creation, operation and maintenance of the network of thematic technological museums of the Piraeus Bank Group Cultural Foundation (PIOP) –which act as cultural focal points in the regions of Greece– and by organizing scientific events and educational programs for adults and minors.
2. Continuous implementation of research programs and publications relevant to the purposes of the Piraeus Bank Group Cultural Foundation (PIOP).
3. Safeguarding and promotion of Piraeus Bank Group's Historical Archive.
4. Provision of scientific advice to public and local community bodies and contribution in shaping cultural policies.
5. Operation of a specialized library.
6. Interconnection of Culture with the Environment through the "Cultural Sites" thematic field.

## ENVIRONMENT PROTECTION USING NATURAL RESOURCES RESPONSIBLY AND SUPPORTING ENVIRONMENTALLY BENEFICIAL BUSINESS ACTIVITIES

1. Systematic support of green entrepreneurship through integrated services to customers. A key concern is the development and support of an extensive range of green products and services.
2. Development of strategies to improve the Group's environmental performance and reduce its operational environmental footprint.
3. Development of innovative solutions for business and biodiversity and enhancement of the social fabric.
4. Development of evaluation tools and procedures to manage regulatory and physical climate change risk.
5. Support to individuals and enterprises and preparation of market to better adapt to the effects of climate change.

<i>Piraeus Group Corporate Responsibility Strategic Targets</i>		
<b>A</b>	<b>To strengthen Corporate Governance</b>	<ul style="list-style-type: none"> <li>i. To strengthen internal monitoring and compliance framework</li> <li>ii. To strengthen the Group's transparency and accountability</li> <li>iii. To promote extroversion</li> </ul>
<b>B</b>	<b>To engage Human Resources</b>	<ul style="list-style-type: none"> <li>i. To apply best practices in the workplace to allow for employee skill development</li> <li>ii. To create a common Corporate Responsibility culture</li> <li>iii. To place emphasis on continual environmental/social education and training of employees</li> <li>iv. To promote volunteerism and the notion of contribution to society</li> </ul>
<b>C</b>	<b>To Develop a Relationship of Cooperation with our Shareholders and Partners</b>	<ul style="list-style-type: none"> <li>i. To inform shareholders and investors about the Group's strategy and Corporate Responsibility issues</li> <li>ii. To promote synergies and support civil society in order to achieve social and environmental targets</li> <li>iii. To educate our customers in relation to their banking transactions and inform them about issues of society, culture and the environment</li> <li>iv. To establish a framework of environmental/social approaches with our suppliers</li> <li>v. To strengthen society and vulnerable groups in particular</li> </ul>
<b>D</b>	<b>To Support the Knowledge Society</b>	<ul style="list-style-type: none"> <li>i. To organize entrepreneurship programs in fields such as agricultural development</li> <li>ii. To collaborate with Greek tertiary education institutions in the framework of student internships</li> <li>iii. To support educational institutions</li> <li>iv. To facilitate studies by means of targeted educational scholarships</li> </ul>
<b>E</b>	<b>To Promote the Cultural Heritage of Greece</b>	<ul style="list-style-type: none"> <li>i. To promote Greece's production history by means of thematic museums, publications and other actions</li> <li>ii. To provide scientific knowledge regarding our cultural heritage</li> <li>iii. To interconnect culture and the environment</li> <li>iv. To protect and promote the Group's Archive material</li> <li>v. To educate and sensitize citizens about our cultural heritage and for a more prosperous future.</li> </ul>
<b>F</b>	<b>To Protect the Environment</b>	<ul style="list-style-type: none"> <li>i. To reduce the environmental footprint from the Group's operation</li> <li>ii. To develop strategies to deal with the Bank's risk from climate change</li> <li>iii. To participate in the restoration and protection of biodiversity and ecosystems</li> </ul>
<b>G</b>	<b>To Promote Green Entrepreneurship</b>	<ul style="list-style-type: none"> <li>i. To create products and services that support Green Entrepreneurship by means of investments in sustainable development in order to deal with climate change, loss of biodiversity and have as a main priority the creation and preservation of jobs</li> <li>ii. To support businesses, bodies and individuals whose investments are beneficial to society and the environment while ensuring the sustainability of such investments</li> </ul>
<b>H</b>	<b>To Support the Young Generation</b>	<ul style="list-style-type: none"> <li>i. To enhance youth entrepreneurship</li> <li>ii. To contribute to the efforts towards retaining the young generation in Greece</li> <li>iii. To create special youth training programs</li> </ul>
<b>I</b>	<b>To Promote Innovation</b>	<ul style="list-style-type: none"> <li>i. To invest in innovative digital applications for customer information, banking services, operation of PIOP Museums</li> <li>ii. To support business plans that promote innovation</li> </ul>

In 2017, Piraeus Bank's Board of Directors actively contributed to the enhancement of the corporate governance system.



# *Corporate Governance Strengthening*

Piraeus Bank applies a Corporate Governance System with the aim of ensuring effective corporate organization, operation and management and especially of safeguarding the interests of all its stakeholders.

The Corporate Governance System of Piraeus Bank adopts and complies with the laws and regulations governing the Bank's operation.

Specifically, Piraeus Bank, in its capacity as a Société Anonyme company listed on the Athens Stock Exchange, applies the provisions of Codified Law 2190/1920, its Articles of Association and the provisions on Corporate Governance of listed companies set out in Law 3016/2002. Furthermore, Piraeus Bank, as a financial institution, supervised by the Bank of Greece, applies the most stringent special provisions of Law 4261/2014 and of the Bank of Greece Governor's Act 2577/9.3.2006 regarding principles of operation of credit institutions and the criteria for evaluating their Internal Control System.

Furthermore, Piraeus Bank has established and applies the Corporate Governance Structure and Operating Regulation ("the Regulation"), which constitutes an internal document of the Bank. The Regulation incorporates the regulations arising from the mandatory institutional framework and adopts the international Corporate Governance practices. The Regulation refers in detail to the area of competence and responsibility and to the functioning of key bodies of the Bank, in particular to the Board of Directors, the Audit Committee, the Risk Committee, the Remuneration Committee, the Board of Directors Nomination Committee, the Strategic Committee, the Group Executive Committee and also to the Internal Audit, the Risk Management and the Regulatory Compliance Units.

Moreover, in the context of the provisions of Law 3864/2010, a Relationship Framework Agreement ("RFA") dated 27.11.2015 was entered between the Bank and the Hellenic Financial Stability Fund ("HFSF"). The RFA regulates the relationship between the Bank and the HFSF on matters related to, amongst others, the Corporate Governance of the Bank, the rights and obligations of the HFSF's Representative on the Board and the obligatory approval of the HFSF on material matters.

The Bank's administrative, management and supervisory bodies as well as the Systems of Internal Audit, Regulatory Compliance and Risk Management, as mentioned below, exist and operate in accordance with the aforementioned institutional and regulatory framework of Corporate Governance and Operation.

## GENERAL MEETING

The General Meeting of the Shareholders of Piraeus Bank is the supreme body of the Bank and among other functions, it is responsible inter alia for electing the members of the Board of Directors, the external auditors and for the approval of Annual Financial Report that incorporates the Board of Directors' Report and the Consolidated and Separate Financial Statements. The responsibilities of the General Meeting are as provided by the legislative provisions in force and the Bank's Articles of Association.

It is noted that the Bank maintains Investor Relations, Shareholder Information and Corporate Announcement services, entrusted with the task to inform investors, shareholders and appropriate regulatory authorities, accordingly. The aim of the aforementioned services is the ensuring of communication and the transparency of information.

## BOARD OF DIRECTORS

The Board of Directors (BoD) represents the Bank and is qualified to resolve, without any restriction, on any issue concerning the Bank's management, the administration of its property and the promotion of its business scope in general. The Board of Directors may not resolve on issues which, in accordance with the law or the Articles of Association, fall into the exclusive competence of the General Meeting.

In accordance with article 8 of its Articles of Association, as in force today, the Bank is managed by a Board of Directors (BoD) consisting of nine (9) to nineteen (19) members. Pursuant to Law 3016/2002, the Board consists of executive and non-executive members. The number of the non-executive members should not be less than 1/3 of the total number of members. Among the non-executive members, at least two (2) should be independent within the meaning of art.4 of the aforementioned law.

In addition, the RFA provides for the following on the composition of the Board of Directors of the Bank:

1. the BoD must be composed of no fewer than seven (7) and no more than fifteen (15) members. Only an odd number of members is permitted, including the HFSF's Representative on the Board, according to Law 3864/2010;
2. the Chairman of the Board must be non-executive and should not serve as Chairman of either the Board's Risk Management or the Audit's Committee;
3. the majority of the BoD must be comprised of non-executive members, 50% of which (rounded to the nearest integer) and no less than three (3) members (excluding the HFSF Representative) should be independent, satisfying the independence criteria of Law 3016/2002 and the Recommendation 2005/162/EC; and
4. the BoD must include at least two (2) executive members.

At the same time, in accordance with the institutional framework (especially Law 3864/2010 in conjunction with the RFA and Law 4261/2014, as applicable) regarding the management of financial institutions, the elected member should have educational background and professional training and experience in order to adequately oversee the Bank in the entirety of its activities.

It is noted that the elected members of the Bank's BoD are also subject to assessment by the Single Supervisory Mechanism (SSM) of the European Central Bank, as well as by the HFSF, in accordance with the applicable legislative framework.

Additionally, according to Law 3864/2010, a representative of the HFSF, also participates in the Bank's BoD. The representative's responsibilities are defined by Law 3864/2010 and the RFA.

Specifically, pursuant to the provisions of Law 3864/2010, the HFSF's Representative in the Board of Directors has the following rights:

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| <ol style="list-style-type: none"> <li>1. the right to call a General Meeting of shareholders;</li> <li>2. the right to veto key corporate decisions of the Bank's Board of Directors: <ul style="list-style-type: none"> <li>• related to dividend distributions and the remuneration policy relating to the Chairman, the Managing Director and the other Board Members, General Managers and their Deputies;</li> <li>• related to any other matter which may set at risk the rights of depositors or have a material adverse effect on the liquidity, solvency and/or, in general, on the prudent and orderly operation of the Bank, including business strategy and asset/ liability management;</li> </ul> </li> </ol> | <ul style="list-style-type: none"> <li>• related to corporate actions of art. 7A par.3 of Law 3864/2010 which may significantly affect HFSF's shareholding in the Bank;</li> </ul> <ol style="list-style-type: none"> <li>3. the right to request an adjournment of a Board Meeting for three (3) business days in order to receive instructions from the HFSF Executive Committee, such right may be exercised until the end of the Board Meeting;</li> <li>4. the right to call a Board meeting; and</li> <li>5. the right to approve the appointment of the Chief Financial Officer.</li> </ol> |
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In exercising his rights, the HFSF Representative shall respect the Bank's business autonomy.

Further to the above, by virtue of the RFA, the HFSF has, amongst others, the following rights related to the operation of administrative bodies of the Bank:

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| <ol style="list-style-type: none"> <li>1. the HFSF representative to the BoD has the right to participate in the Board of Directors Committees, e.g. the Audit Committee, the Risk Committee, the Remuneration Committee, the Board Nomination Committee and the Strategic Committee;</li> <li>2. the HFSF representative to the BoD has the right to include items in the agenda of the meetings of the committee in which he participates;</li> <li>3. the HFSF representative has the right to include items in the agenda of the General Meeting of Shareholders convened by the Board of Directors;</li> <li>4. the HFSF provides its prior written consent for a number of material matters, as such are designated in the agreement, including, inter alia: <ul style="list-style-type: none"> <li>• the restructuring plan and any amendments thereof;</li> <li>• the policy on connected borrowers and any revisions,</li> </ul> </li> </ol> | <ul style="list-style-type: none"> <li>amendments, deviations thereof;</li> <li>• any material transactions and corporate transformations; and</li> <li>• the management of NPLs and any amendments, revisions and deviations thereof;</li> </ul> <ol style="list-style-type: none"> <li>5. the HFSF may review the annual self-assessment exercise of the Board of Directors. In addition, based on the assessment provided for in art. 10 of Law 3864/2010 or the review of the annual self-assessment exercise, the HFSF may proceed to suggestions for improvements or possible changes to the Bank's corporate governance framework; and</li> <li>6. the HFSF monitors the implementation of the Restructuring Plan and the Bank's NPL management framework as well as the Bank's performance on those.</li> </ol> |
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The term of office for the members of the Bank's Board of Directors is three years, and is extended until the Annual General Meeting (AGM) which convenes following the expiry of their term. The current BoD was elected on the General Meeting held on 28 June 2017 and consequently its term of office expires on 28 June 2020, to be extended according to the aforementioned.

If a Board member resigns, passes away or forfeits his/her office in any way, or whose office is declared forfeited by resolution of the Board of Directors due to unjustified absence from meetings for three (3) consecutive months, the Board may continue to manage and represent the Bank without replacing the missing members if the remaining members are at least nine (9). If the members of the Board fall below nine (9) the Board shall elect a replacement for the remainder of the term of the member being replaced to make up the minimum number of nine (9). The decision of the election shall be published as per article 7b of Codified Law 2190/1920, as applicable, and the Board of Directors shall announce it at the next General Meeting.



The Board of Directors has the following composition, as such was formed following amendments (resignations, replacements of Members) the reconstitution of the Board as a body and the appointment of executive and Non-Executive Members pursuant to Law 3016/2002:

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| 1. George Handjinikolaou, son of Petros<br>Chairman of the Board, Non-Executive Member              | 7. Enrico Tomasso Cucchiani, son of Clemente<br>Independent Non-Executive Member   |
| 2. Karel De Boeck, son of Gerard<br>Vice Chairman of the Board, Independent<br>Non-Executive Member | 8. David Hexter, son of Richard<br>Independent Non-Executive Member  |
| 3. Christos Megalou, son of Ioannis<br>CEO, Executive Member  | 9. Solomon Berahas, son of Albertos<br>Non-Executive Member  |
| 4. Georgios Georgakopoulos, son of Gregorios<br>Executive Member                                    | 10. Alexander Blades, son of Zisis<br>Non-Executive Member   |
| 5. Venetia Kontogouri, daughter of Gerasimos<br>Independent Non-Executive Member                    | 11. Per Anders Fasth, son of Jörgen<br>Non-Executive Member, Representative of the Hellenic<br>Financial Stability Fund to the Board of Directors<br>pursuant to Law 3864/2010 |
| 6. Arne Berggren, son of Sten<br>Independent Non-Executive Member                                   |  |

According to the revised RFA, an HFSF Observer attends the Board of Directors meetings without voting rights.

Furthermore, following the Second Economic Adjustment Programme for Greece and in the context of the commitments undertaken by the Hellenic Republic towards the European Commission, KPMG was appointed as the Monitoring Trustee of the Bank. The Monitoring Trustee is responsible for overseeing the implementation of the Bank's Restructuring Plan and all the commitments accompanying it, in line with EU state aid rules. This includes, inter alia, verifying compliance with proper corporate governance rules (Commitments on Corporate Governance and Commercial Operations). In this context, representatives of the Monitoring Trustee participate as observers in the meetings of the Board and in executive committees and other important committees, including the Risk and Audit Committees.

The Bank's Board of Directors' composition is compliant with the applicable regulatory framework pertaining to Executive, Non-Executive and Independent members. The BoD of the Bank consists of members with international leadership expertise and knowhow in strategically-important sectors of financial activity, such banking, auditing, risk management, management and restructuring of non-performing loans, management of public interest entities and financial management. In addition, it became apparent by the assessment performed by the HFSF pursuant to article 10 of L. 3864/2010, with the assistance of an internationally recognized expert, that the members of the Board of Directors actively contribute to the improvement of the corporate governance framework, are driving the respective required amendments whilst actively participating in the creative debates and the quest for solutions to the challenges faced by the Bank.

The Board of Directors of Piraeus Bank Group, through organized actions, supports healthy entrepreneurship, collaborates with the production and business sectors of the Greek economy, including Small and Medium size Enterprises –particularly the tourist and agricultural sector– and supports responsibly and consistently the efforts towards the restarting of the Greek economy.

*Information on the current composition of the BoD and short CV of its members are available on the Bank's website through the following link: [www.piraeusbankgroup.com>Investor Relations>Corporate Governance>Board of Directors and Committees](http://www.piraeusbankgroup.com>Investor Relations>Corporate Governance>Board of Directors and Committees)*

At the same time, the achieved diversity of the BoD members, in line with areas mainly related to skills and educational and professional background as well as the ethnic origin of every member, with respect to the operation of the BoD, contribute to the expression of different views, the constructive dialogue between mem-

bers and the avoidance of "group thinking". It is noted that the Bank has adopted a Policy on the Nomination of Board Members and the Board of Directors Diversity Policy.

In any case the Bank recognizes and embraces the importance and the benefits of diversity for safeguarding and improving its competitive advantage and innovation as well as for the achieving maximum team performance and effectiveness. In this context, when nominating new Board members or top management executives, a combination of elements is taken into consideration, including inter alia: skills, abilities, qualifications, knowledge, experience, educational background, professional training, professional experience, the gender, the age and other qualities, which may vary depending on the identified weaknesses and the business or strategy needs of the Bank.

Moreover, the Bank seeks to further improve the rate of participation of women and is working on that direction despite the strict legislative and regulatory context governing the composition of the BoD and restricting heavily the pool of the available nominees.

Finally, it is noted that the strict framework of formal qualifications and professional experience, which each member of BoD (and of the BoD Committees by extension) must possess, considerably limits the possibility of selecting candidate members from any under-represented social groups in the Greek financial market.

## COMMITTEES

Aiming to constantly improve the organization of the Bank and the Group, responsibility for certain areas requiring expert competence has been assigned, inter alia, to the following main committees.

The operation of the Committees is governed by the Committees Operating Regulation, which forms part (as an Appendix) of the Bank's Regulation. The Operating Regulation pertains to all the BoD Committees, as well as other Executive and Administrative Committees and Councils subject, however, to the specific Operating Regulation of each Committee which prevails to the extent that it deviates from the general rules laid down to the Committees Operating Regulation.

## BOARD OF DIRECTORS COMMITTEES

### Audit Committee

The Audit Committee is comprised of Non-Executive members of the Board, the majority of which are independent within the meaning of the provisions of Law 3016/2002. The Audit Committee is chaired by an Independent Non-Executive member of the BoD who meets the criteria of article 10 par.8 of Law 3864/2010. The HFSF Representative participates in the Audit Committee, with full voting rights. The Audit Committee is supported by an Executive Secretary and its operation is governed by the Bank of Greece Governor's Act 2577/2006, article 44 of Law 4449/2017, the respective notices, explanations and recommendations of the Supervisory Authorities and additionally by its Operating Regulation.

The main responsibilities of the Audit Committee are the following:

1. to monitor and evaluate annually the adequacy and effectiveness of the Internal Control System, both on a stand-alone and Group-wide level according to the relevant information provided by the Group's Division of Internal Audit;
2. to supervise and evaluate the compilation process of the published annual and interim financial statements of the Group, the Bank and its subsidiaries;
3. to supervise the company of the external chartered auditors and check the annual and interim financial statements of the Bank the Group and moreover to cooperate with them on a regular basis;

4. to submit proposals to the BoD for the selection of the company chartered auditors. The Committee can also propose whenever appropriate their replacement or rotation;
5. to ensure the independence of the auditors of the Bank and its subsidiaries, according to the legislation in force;
6. to submit proposals concerning the resolution of detected inefficiencies and monitor the implementation of measures that were decided by the Management;
7. to submit proposals for particular areas that require further audit by the Group's Division of Internal Audit;
8. to evaluate the work undertaken by the Group's Division of Internal Audit with emphasis on matters that are relevant to the degree of its independence, the quality and the range of controls which it executes, the priorities which are defined by the external economic environment, the systems and levels of risks and in general the efficiency of its operations; and
9. to define the range of coverage and to select and assign periodically –at least every three years– a company of chartered external auditors (except for the ordinary) to evaluate the adequacy of the Internal Control System.

### **Risk Committee**

The Risk Committee is nominated by the Board of Directors and consists of non-executive members of the BoD, who possess appropriate knowledge, skills and expertise to understand and monitor the strategy regarding the risk appetite of the Bank. The representative of the Hellenic Financial Stability Fund, with full voting rights, also participates in the Committee according to the provisions of L.3864/2010. At least 1/3 of the members, including the Chairman, meet the independence criteria of Board members set by Law 3016/2002 and the EC Recommendation 2005/162/EC.

The Chairman of the Committee possesses extensive experience of commercial banking and preferably in risk and fund management and/or non-performing loans management, as well as acquaintance with the local and international regulatory framework.

The Committee is supported by an Executive Secretary and a Secretary. The Executive Secretary is the Group Chief Risk Officer. The term of office of the Committee's members cannot exceed the term of office of the Board of Directors (three years), but the Board of Directors is entitled to cease or replace them at any time.

### **Remuneration Committee**

The Remuneration Committee consists of non-executive members of the BoD, the majority of whom, including the Chairman, are independent. The representative of the Hellenic Financial Stability Fund, with full voting rights, also participates in the Committee, according to the provisions of L.3864/2010. At least one (1) member of the Committee has sufficient specialization in risk management and in audit issues, in order to ensure the alignment of the remuneration policy to the Bank's risk profile. The Committee is supported by an Executive Secretary.

The Remuneration Committee, as a BoD committee, is responsible for the design, monitor and periodic review of the remuneration policy of the Bank. The Remuneration Committee, in performing its tasks, takes into consideration long term interests of shareholders, investors and other stakeholders, as well as the public interest. It is also oriented towards a long term and prudent management of the Bank and to mitigating or minimizing conflicts of interest that have a negative impact on this type of management. The Committee is able to deliver specialized and independent advice on remuneration policies and their implementation, as well as on the incentives related to risk, capital and liquidity management.

### **Board Members' Nomination Committee**

The Board Members' Nomination Committee consists of non-executive members of the BoD, the majority of whom, including the Chairman, are independent. The representative of the Hellenic Financial Stability Fund, with full voting rights, also participates in the Committee, according to the provisions of L.3864/2010. The Committee is assisted by an Executive Secretary.

The most important responsibilities of the BoD Members' Nomination Committee are, amongst others, the identification and proposition to the Board of Directors or the General Meeting of Shareholders of candidates for the vacant positions of the Board of Directors, the evaluation of the combination of breadth of knowledge as per scope, skills, and experience of the Board of Directors' members, the periodic evaluation of the structure, size, composition and performance of the Board of Directors and the provisions of respective recommendations to the BoD, the annual assessment of the individual members of the Board of Directors and the Board of Directors as a whole and the monitoring of the fulfillment of the independence criteria of Board members.

The BoD Members Nomination Committee in the performance of its duties, takes into account on an ongoing basis and to the extent feasible, the need to ensure that during its decision taking, the Board is not unduly affected by the will of one person or of a small group in a manner prejudicial to the interests of the Bank as a whole.

### Strategy Committee

The Strategy Committee consists of non-executive Board members and is chaired by the Chairman of the Board of Directors. The representative of the Hellenic Financial Stability Fund, with full voting rights, also participates in the Committee, according to the provisions of L.3864/2010.

The Strategy Committee regularly monitors, analyzes and takes decisions on strategic choices of the Bank and, when appropriate, makes a recommendation to the Board. It also determines the axes of the Business Plan, monitors, recommends and decides all issues of strategic importance for the Group. In the event of a crisis, it has the responsibilities of a Crisis Committee. The responsibilities of the Strategic Committee concern both the Bank and Piraeus Group subsidiaries.

*Details on the responsibilities and the operations of the BoD Committees are available on the Bank's website through the following link [www.piraeusbankgroup.com>Investor Relations>Corporate Governance>Board of Directors and Committees](http://www.piraeusbankgroup.com>Investor Relations>Corporate Governance>Board of Directors and Committees)*

## MAIN EXECUTIVE, ADMINISTRATIVE & OTHER COMMITTEES AND COUNCILS

### Group Executive Committee

The Executive Committee consists of its Chairman who is an executive Board member and executives of the Bank's Top Management, and is assisted by an Executive Secretary. The Committee meets every second Monday and on extraordinary basis, when convened by its Chairman. Its duties cover both Piraeus Bank and its consolidated subsidiaries. Authorized by Piraeus Bank Board of Directors, the Group Executive Committee holds responsibilities it can confer or assign to administrative committees, Committee members or Bank executives. In particular, the Group's Executive Committee monitors the Bank's and Group's Business Plan and Restructuring Plan implementation and takes all necessary decisions to attain the targets that have been set; and proposes the Annual Budget to the Bank's Board of Directors.

### Supervisory & NPL Management Council

The Supervisory & NPL Management Council consists of thirteen (13) members, chaired by one of the Senior General Managers of the Bank. The Vice Chairman is also one of the Senior Managers of the Bank. Members of the Council are Senior General Managers, General Managers, as well as other Top Management executives of the Bank. The Council was established under the Bank's strategy for the effective NPL management. Its purpose is the instruction of the strategic management of non-performing exposures, the creation of a modern system for monitoring these requirements and the configuration of the necessary types of portfolio per regulations. Also ensuring optimal structures and resources for the effective functioning of the NPL management units and the determination of the scope of responsibilities of the institutions and persons involved in the NPL management. Finally, the adoption of arrangement programs and the quarterly update of the Board of the Bank.

### **Asset-Liability Management Committee (ALCO)**

The Committee consists of eleven members, its Chairman being the Bank's Managing Director & CEO. Members of the Committee are, Senior General Managers, General Managers, as well as other Top Management executives of the Bank. The Committee is supported by an Executive Secretary. The Committee meets monthly and its main duties are the implementation of the Bank's strategy in developing assets and liabilities; the management of assets and liabilities exercising at the same time a pricing policy in products and services; the approval for the introduction of new deposit or loan products, the follow-up of equity adequacy in relation to the risks, the examination of stress test scenarios and the decision making on preserving the available Group liquidity at acceptable levels.

### **Senior Credit Committee**

The Committee consists of seven members, chaired by the Chief Risk Officer. The members of the Committee are General Managers and Assistant General Managers, while the Committee is supported by an Executive Secretary.

The Committee regularly convenes on a weekly basis, being competent to approve credits and risk taking. Its responsibilities regard Piraeus Bank and consolidated subsidiaries in Greece and abroad.

### **Recovery Credit Committee**

The Committee consists of nine members, chaired by the Chief Risk Officer. The members of the Committee are Senior General Managers, Deputy and Assistant General Managers and Advisors to the Management while the Committee is supported by an Executive Secretary. The Committee regularly convenes on a weekly basis and approves issues related to the borrowers that are managed by the Recovery Banking Unit. Its responsibilities regard Piraeus Bank and consolidated subsidiaries in Greece and abroad.

### **Information Technology (IT) Planning and Operating Quality Committee**

The Committee consists of thirteen (13) members, chaired by one of the Senior General Managers of the Bank. The members of the Committee are Senior General Managers, General Managers, Deputy and Assistant General Managers. The Committee is supported by an Executive Secretary.

The Committee meets three times (3) per year or on extraordinary basis, when required. Its duties consist in evaluating the short term and mid & long term information technology projects, in regularly upgrading the projects and annually updating them, in evaluating and approving all the projects of the Group's annual operational action plan, in evaluating risk management related to the information systems, in evaluating studies and large supplies of material, software and services directly or indirectly linked to information technology systems, in supervising all large Group projects and the budget, in defining projects implementation priorities, in securing the necessary resources, in evaluating and approving policies for standards and procedures relevant to planning and implementing information technology systems and in approving and supervising cooperation with third parties (outsourcing).

### **Expenditure Committee**

The Committee consists of five members, with the Group CFO as its Chairman. The members of the Committee are Senior General Managers, General Managers, as well as other Top Management executives of the Bank. The Committee is supported by an Executive Secretary. The Committee sits on a fortnight basis and it is responsible to approve any kind of expenditure, investments in fixed assets and in Bank infrastructure as well as sale of fixed assets.

It is noted that analytical information on the Bank's Corporate Governance System (institutional and regulatory

framework, the composition and the operation of the supervisory bodies and committees and the monitoring system) is provided in the Piraeus Bank Corporate Governance Statement, included in the Annual Financial Report 2017 which is posted on the Bank's website, through the link [www.piraeusbankgroup.com>Investors Relations>Financials Statements and Other Information](http://www.piraeusbankgroup.com>Investors Relations>Financials Statements and Other Information)

## REMUNERATION POLICY

Piraeus Bank has established a Remuneration Policy, which, as an integral part of the Group's Corporate Governance, aims at discouraging excessive risk taking while enhancing the Group's values and long-term interests.

The Remuneration Policy, designed based on the framework of the BoG's Act 2650/19.01.2012 as well as later regulations of Law 4261/2014 (concerning remuneration policy) article 450 of EU Regulation No 575/2013 and No 604/2014, the Remuneration Policy is in line with with the Group's corporate strategy and supports a performance-driven culture, which aligns the organization's goals with those of interested parties, employees, management and shareholders. The remuneration setting procedures are clear, written and internally transparent.

## BASIC PRINCIPLES

The Remuneration Policy is based on the following principles:

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| 1. Performance maximization.   | 4. Compliance with the regulatory framework. |
| 2. Attracting and retaining talents.   | 5. Internal transparency.                    |
| 3. Aligning remuneration and rewards with profitability, risk, capital adequacy, risk to liquidity and sustainable growth. | 6. Avoidance of excessive risk taking.       |

## REMUNERATION COMMITTEE

The Remuneration Committee is responsible for the preparation, the monitoring of the implementation and the periodic review of the Bank's Remuneration Policy.

The Committee's function and responsibilities are governed by its regulation framework. Its responsibilities include among others:

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| 1. The preparation of remuneration-related decisions, ultimately taken by the Board of Directors, that should correspond to the authorities and duties, specialization, performance and accountabilities of the members of the Board and affect the risks that the Bank undertakes and manages, as well as the monitoring of these decisions' implementation. | the Bank's liquidity and capital adequacy, are taken into account.   |
| 2. The concern that during the evaluation of the mechanisms adopted to align the Remuneration Policy with the risks undertaken, all kinds of risks along with   | 3. The assurance of the participation of responsible units of the bank (Risk Management, Compliance, Internal Audit, Human Resources, and Strategic Planning) in the preparation, review and consistent implementation of the Remuneration Policy, as well as that of external consultants, when deemed necessary by the Board of Directors. |

## OTHER INVOLVED PARTIES

The Remuneration Policy is designed by the Group's Human Resources with the contribution of the Group Risk Management, Compliance and Internal Audit. It is submitted to, the Remuneration Committee which in turn proceeds with any potential necessary changes or alterations, before submitting it to the BoD's, for final approval. The non-Executive Board Members approve the Remuneration Policy.

The independent control units contribute to the design and preparation of the Remuneration Policy; nevertheless, they are primarily involved with the Policy's review and monitoring process, which is conducted at least annually.

The Non-Executive members of the BoD could, and when they deem it necessary, co-operate with external consultants for the preparation/review of the policy. It should be noted that during 2017, no external consultants participated in the preparation or review of the Bank's Remuneration Policy.

## REMUNERATION STRUCTURE

Total remuneration may include –besides fixed– variable components too, ensuring a link between compensation and long-term business efficiency. Under all cases, the fixed component represents the basic proportion of an employee's total remuneration.

Variable remuneration can be provided to reward performance based on pre-defined quantitative and qualitative objectives. Such objectives are linked to the employee's performance, the business unit's performance, the overall organization's/Group's performance and long-term business goals. The criteria used to assess the award of variable remuneration include indicatively among others, profitability, capital adequacy, efficiency, change management, staff development etc. The variable remuneration, including the deferred portion, is paid or vested only if it is sustainable according to the financial situation of the Group and is justified based on results.

It should be noted that the performance evaluation of staff having risk and control responsibilities, is not connected with the outcome/performance of the processes/units they control.

In order to enhance the connection between variable remuneration and the Group's long-term objectives, the award of variable remuneration is spread over time and the amounts awarded for both deferred and not deferred variable components, are not only paid in cash, but in other instruments as well (e.g. shares).

## CRITERIA FOR CANCELLATION/RETURN OF VARIABLE REMUNERATION

The Bank has the right to cancel the award of deferred variable remuneration, if certain performance indicators are not satisfied. The same can happen in cases of detected and verified incidents of non-compliance with existing rules and/or processes.

In addition, in cases where it is proven ex-post, that variable remuneration has wrongfully been awarded, the total amount of deferred variable remuneration can be cancelled.

Without prejudice to the provisions of labor law, in cases of proven bad intent or deceit for the award of variable remuneration, the Bank can claim back from an employee a full refund of any paid variable compensation.

## PRINCIPLE OF PROPORTIONALITY

The Bank applies the existing regulatory framework on remuneration using the proportionality principle, by taking into account its nature, size, internal organization and complexity of activities.

## REMUNERATION DISCLOSURE

The tables below present by business area, aggregate quantitative information on the remuneration of Senior Management and of staff whose activities have a material impact on Group's risk profile.

**Aggregate Quantitative Information on Remuneration per Business Area (in thousand €)**

2017	Total number of staff per area	Total Fixed Remuneration*	Total Variable Remuneration
Investment Banking	14	1,736	4
Retail Banking	96	8,112	89
Asset Management	14	603	0
Corporate Functions	50	6,223	18
Independent Control Functions	34	1,950	6
Other Functions	16	1,175	0

\* Including severance payment amounts due to Voluntary Exit Scheme (VES). The VES was implemented by Piraeus Bank Group and formulated according to general criteria. The Scheme was addressed to all employees in Piraeus Bank and its Greek subsidiaries, with indefinite term employment contracts and in-house lawyers. VES severance payments were not associated with risk assumption as per the Bank of Greece Governor's Act 2650/19.01.12. VES Scheme was duly approved by the Hellenic Financial Stability Fund (HFSF).

**Aggregate Quantitative Information on Remuneration of Staff Categories that have Material Impact on the Group's Risk Profile (in thousand €)**

2017	BoD Members	Senior Management**	Categories of staff whose actions have a material impact on the Group's risk profile
Employee numbers per category	86	18	224
Total fixed remuneration	6,568	3,065	19,800
Total variable remuneration, of which:		12	118
In cash:		12	118
In shares:			
Share-linked instruments			
Other types:			
Total deferred variable remuneration, of which:			
Vested:***			
Unvested:***			
Deferred remuneration awarded during the financial year, paid out and reduced through performance adjustments			
Employees who received sign-in payment			
Total amount of sign-in payment			
Employees who received severance payment			
Total amount of severance payment			
Highest severance payment amount paid to an individual			

\*\* Senior Management includes employees whose actions directly impact the Group's risk profile.

\*\*\* Vested remuneration and non-vested deferred remuneration paid in 2017 is included in total remuneration.



## INTERNAL AUDIT SYSTEM

The Piraeus Bank Group has set up a strong Internal Audit System (IAuS) which constitutes a detailed set of recorded auditing mechanisms and processes which constantly cover all its activities and transactions and contribute to its effective and secure operation.

The Group systematically monitors the efficiency and effectiveness of the existing System, which, in accordance with the effective statutory framework, is supported by an integrated communication and Management Information System (MIS) as well as mechanisms which complement each other and constitute an integrated audit system of the organizational structure and the activities of the Bank.

Responsible for implementing the IAuS are:

1. The Audit Committee
2. The Internal Auditor
3. The Internal Audit Unit

*For more details on IAuS, please refer to: [www.piraeusbankgroup.com](http://www.piraeusbankgroup.com)>Investor Relations>Financial Data>Financial Statements & Other Information>12M Annual Financial Report>Corporate Governance Statement*

## INTERNAL AUDIT

The Group's Internal Audit is independent and reports to the Bank's Board of Directors, through the Audit Committee while it supervises and coordinates the activities of Internal Control units in the Group subsidiaries.

Within this context, in 2017, the Group's Internal Audit:

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Conducted the relevant monitoring of effectiveness and efficiency of the Internal Audit System and the Central Services of the Bank and its subsidiaries with emphasis on non-performing exposures (Piraeus Legacy Unit) and compliance with the framework for the management of obligations regarding loans in arrears and non-performing loans and Risk Management, particularly in the Internal Capital Adequacy Assessment Process-ICAAP and in Internal Liquidity Adequacy Assessment Process-ILAAP.</li> <li>2. Maintained its continual observation and monitoring of Branch activities in Greece and subsidiary banks in Romania, Bulgaria, Albania, Ukraine and Serbia by means of the Regional Divisions' Auditors, and in particular by developing scenarios of examination of related transactions.</li> </ol> | <ol style="list-style-type: none"> <li>3. Continued the development of a data base using own resources aimed at electronic transaction tracing, the development of fraud identification and prevention "scenarios", and at supporting the auditing work performed by Regional Divisions' Auditors.</li> <li>4. Provided consulting in the development of specific Bank processes of the Bank and its subsidiaries in order for them to incorporate proper auditing mechanisms.</li> <li>5. Contributed to further strengthening of the Anti Money Laundering (AML) monitoring process at Greek branch network level.</li> <li>6. Continued training and further specialization of its managers, directing them towards appropriate professional certifications (CIA, CISA, CFE, CFSA etc.) and towards their further specialization.</li> </ol> |
|--|---|

The 2018 action plan for the Group's Internal Audit, which aims to continuously perform its duties smoothly and successfully in order to strengthen IAuS operation in the parent Bank, as well as in Group subsidiaries in Greece and abroad, will place particular emphasis on the following, among others:

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. The adequacy and effectiveness of IAuS regarding the Piraeus Legacy Unit including monitoring of set targets and of the IT systems that support it.</li> <li>2. The adequacy and effectiveness of the Internal Audit in Risk Management, with emphasis on the transition</li> </ol> | <p>to the IRB methods, the Internal Capital Adequacy Assessment Process (ICAAP) and the Internal Liquidity Adequacy Assessment Process (ILAAP).</p> <ol style="list-style-type: none"> <li>3. Further developing scenarios of examination and search of related transactions. The system is already</li> </ol> |
|---|--|

- successfully operating in Greece, Albania, Bulgaria, Romania, Serbia and Ukraine.
- 4. Implementation of the credit policy and practices manual regarding compliance with invoicing processes based on risks and ensuring the adequacy and effectiveness of the centralized credit control system.
- 5. Monitoring that corporate governance rules are being implemented with emphasis on the operation and regulations of the BoD Committees, the Administration Council and the Executive Committees, in accordance with the relevant requirements of the Bank's binding RFA agreement with the HFSF.
- 6. Application of quality assurance in audit processes at Group level.
- 7. Further improvement of the auditing work and in developing internal audit key performance indicators for effective monitoring of the Internal Audit's operation.
- 8. Support the Management for more effective monitoring of pending findings.
- 9. Participation of Internal Audit executives of the Group as speakers at training sessions targeted mainly at comprehension of risk exposure during the execution of transactions and banking activities.

## EXTERNAL AUDITORS

According to the resolution of the General Meeting of Shareholders of Piraeus Bank made on 28.06.2017, the audit firm Deloitte was chosen as Certified Auditors for Piraeus Bank's stand alone and consolidated financial statements for 2017. More specifically, Mr Dimitrisos Koutsos-Koutsopoulos (Reg. no 26751) was appointed Regular Certified Auditor. It is noted that in accordance with Law 4449/2017as of 2017, the Certified Auditors may offer their services for a period of no more than five consecutive years and their reappointment may take place after the lapse of three consecutive years.

## MANAGEMENT OF RELATIONS WITH SUPERVISORY AUTHORITIES & ANALYSIS AND OF SUPERVISORY PROJECTS AND CONTROLS

### SUPERVISORY RELATIONS UNIT

In accordance with the new supervisory framework and due to the number of supervisory/institutional authorities monitoring the Bank [ECB (SSM, SRM), Bank of Greece, HFSF, Monitoring Trustee etc], in 2015, the special Supervisory Relations Unit was formed with the aim of managing the Bank's communication with these authorities. The main duties of the Unit are to provide timely and accurate information to the Supervisory Authorities, management of requests as well as consistency in sending the relevant reports. In addition, a key area of responsibility for the Unit is the coordination of the Bank's Units in order to better manage requests and ensure the necessary response mechanisms to the supervisory requests and the supervisory reports. Finally, the Unit is also responsible for informing the Bank's management about the requested data and reports as well as about the areas requiring management's intervention with the aim of enhancing the Group's brand towards the Supervisory Authorities.

In 2017, the Unit focused mainly on the following projects:

- 1. Total supervision and management of Group relations and communication with the Supervisory Authorities and of the relevant feedback within the Group.
- 2. Management of relationship with the Monitoring Trustee (KPMG), monitoring of the action plan for the implementation of the Restructuring Plan's commitments as well as the coordination of the Bank Units and Group companies to ensure strict and timely compliance with the Corporate Governance and Commercial Practices Commitment.
- 3. Management of relationship with the Hellenic Financial Stability Fund (HFSF) as well as coordination of the Bank Units and Group companies to ensure strict and timely compliance with the Commitments of the Relationship Framework Agreement.
- 4. Participation in the annual assessment of the Bank by the ECB in the framework of SREP 2017, with management and allocation of the questions as well as collection of the responses for the drafting of the final report to be submitted to the Supervisory Authorities.
- 5. Coordination for the preparation of regular and ad-hoc reports such as: the daily report for the deposits, the SREP-STE-3-month report, the Basel III Regular Monitoring Exercise-6-month report, MREL/BCBS QIS-6-month report, MMSR-daily reports, Shipping portfolio-3-month report.

6. Coordination for Resolution Planning and submission of the relevant reports to the new supervisory mechanism SRM (Single Resolution Mechanism).
7. Monitoring of compliance with supervisory audits' remarks.
8. Coordination and monitoring of implementation of the Supervisory projects such as the IFRS9 Thematic Review, Internal Governance Thematic Review, Executive Committee's Act 102, NPE Stocktake.

## SUPERVISORY & REGULATORY PROJECTS ANALYSIS & COORDINATION

The aim of the Supervisory & Regulatory Projects Analysis & Coordination Unit is to analyze and detect areas of improvement and coordinate the implementation of inter-Unit projects of strategic importance which upgrade the Group's overall economic position and value.

The Unit is also responsible for the coordination of the project capitalization process and the monitoring of expenses of the projects to be capitalized which are included in the Bank's action plan project portfolio. Additionally, the Unit suggests improvements in the context of project portfolio management, it supports the operation of the Expenditure Committee in approving expenses and property sales as well as the drafting of administrative reports, it coordinates the Committee's initiatives and centrally monitors the consultant expenses. It participates in the implementation of automations and improvements in the expense approval procedures.

In 2017, the Unit focused mainly on the following projects:

1. Coordination of the extremely significant for the Bank IFRS9 Program, as Project Management Office (PMO). The Program has been in progress since February 2016 and focuses on the implementation of the new accounting standard IFRS 9, to be implemented from 1/1/2018, in replacement of the existing IAS 39 standard. The IFRS9 standard regards the calculation of provisions that affects the Classification, Measurement and Impairment of Balance Sheet. In order for the IFRS9 Program to be fully implemented, employees from various Bank Units are working intensively, which requires constant coordination from the PMO in order to ensure the abidance to the strict deadlines and successful completion of activities.
2. Project Management Office (PMO) for management of the Bank's obligation to provide analytical credit data to the ECB/SSM, in the framework of the ECB regulation 2016/867 (ANACREDIT-Analytical Credit Dataset) with deadline during 2018.
3. Continuous coordination and intensive monitoring as Project Management Office (PMO), of all projects related to the preparation of the Bank for the 2018 Stress Test in the framework of the upcoming 2018 EU – Wide Stress Test of the EBA. The relevant preparation of the Bank began in June 2017 and was completed in May 2018 with the announcement of the results.
4. Monitoring, as member of the group project and the Steering Committee, of the Project for the strategy of NPLs/NPEs management and target-setting for the next three years, submitted to the ECB/SSM for the first time in 2016. To support the activities related to the Stress Test, the "Industrialization" tool of predicting the progress of NPLs/NPEs has been developed. The exercise is being implemented since 2016 and is repeated annually, through the constant monitoring of the progress of NPEs/NPL volumes.
5. Participation in and coordination of the trimonthly Monitoring of the PB Shipping Portfolio and information provision to the ECB regarding the progress of its restructuring, with the submission of the relevant Loan Data Tape.
6. Participation in and PMO in various strategic projects (internal or supervisory) for optimal management of NPEs, such as preparation of portfolios for sale.

## SUPERVISORY INSPECTIONS COORDINATION

The aim of the Supervisory Inspections Coordination Unit is to coordinate all relevant Bank and Group Units to ensure and prepare the necessary infrastructure thus providing optimal response to the supervisory inspections and the regular supervisory data/reports required.

It is also responsible for managing the relations and communication with the supervisory mechanisms both during on-site inspections and for the regular supervisory reports required.

In 2017, the Unit focused mainly on the following projects:

1. The Loan Files Quality Review (LFQR) internal project regarding the provisions for coverage of borrowers' loan file deficiencies as well as assessment of possible exposures. Excellent organization of the project is crucial in view of the audits undertaken by the Bank supervisors, including the SSM and the Bank of Greece.
2. Project Management Office (PMO) regarding various inspections by the Supervisory Mechanism in the Bank as well as internal projects requiring coordinated actions by various Bank Units.
3. One of the multitude of projects executed is the

coordination of the extremely important for the Bank on-the-spot audit regarding NPL Management, as Project Management Office (PMO). The audit has been in progress since November 2017 and is undertaken by an SSM audit team in collaboration with the Bank of Greece. In order to best serve the audit, representatives from various Bank Units are coordinating, which makes the need for constant communication from PMO imperative in order to ensure the successful completion of the activities. The audit is expected to reach conclusion during 2018.

## GROUP'S COMPLIANCE

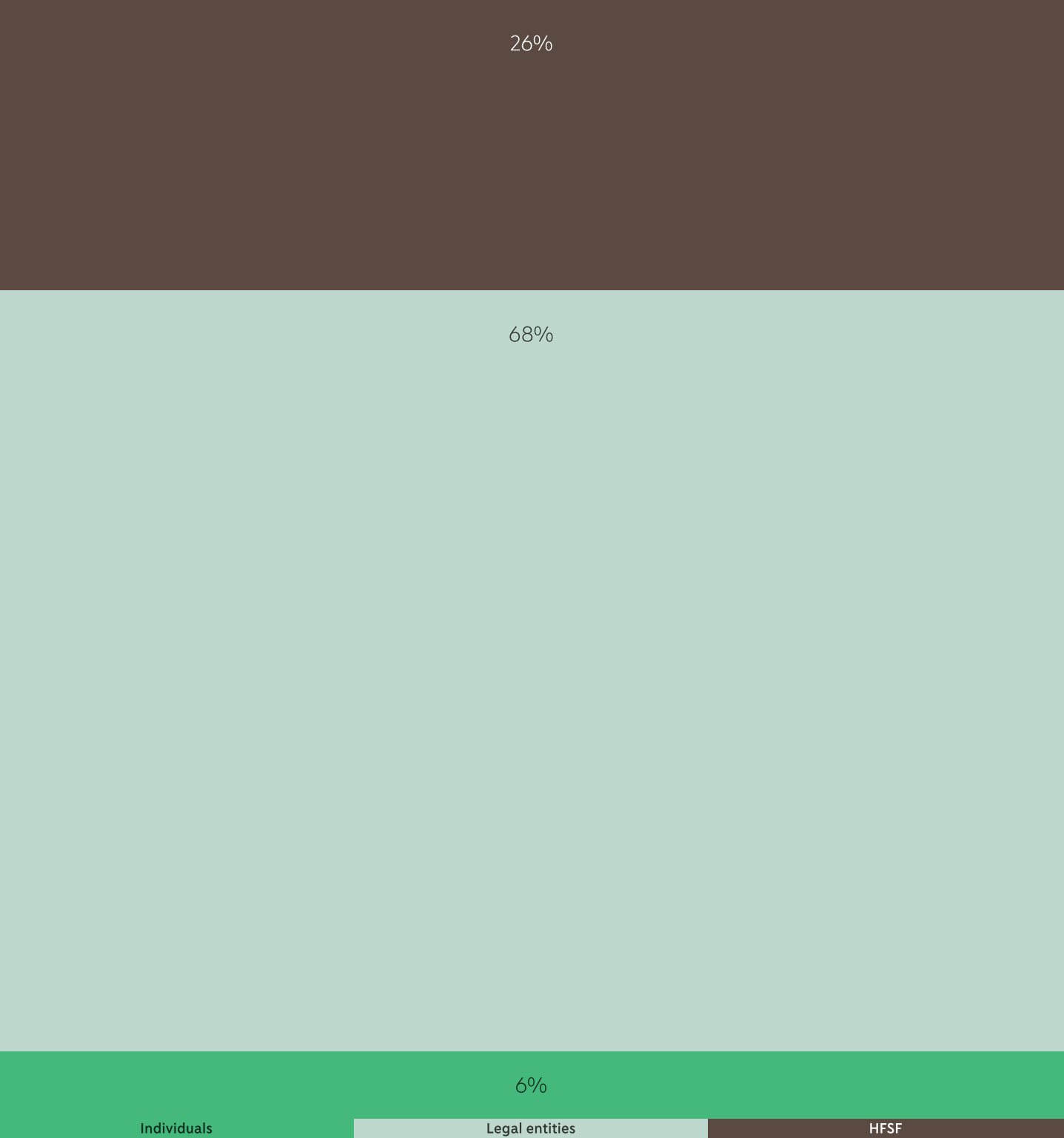
The Group's Compliance Unit operates according to the "Basel III" supervisory framework and the relevant guidelines of the Bank of Greece.

It is headed by the Group Compliance Officer, who is responsible for the Group's Compliance Function.

The Group's Compliance Unit reports directly to the Bank's Board of Directors – through the Audit Committee, which monitors and assesses its work by means of reports and updates, and it is audited by the Group's Internal Audit in terms of the adequacy and effectiveness of the compliance procedures. According to the Bank's current organization chart, the Group's Compliance reports directly to the Chief Executive Officer on administrative issues.

## 2017 ACTIONS

1. In order to deal with the increased compliance duties of the Bank, the Group's Compliance organizational structure was amended, with the creation of new areas of responsibility and the restructuring of existing ones.
2. In the framework of continuously improving its systems and applications, the Group's Compliance upgraded its IT systems in order to monitor the submission of the supervisory reports.
3. Requests by Financial, Judicial and Supervisory Authorities were duly responded.
4. General, special and thematic inspections in Bank branches, Units and in Greek and international subsidiaries were performed. The inspections regarded money laundering and terrorist funding and compliance with the regulatory framework in general, aiming for timely detection of possible deviations from the provisions of the regulatory framework.
5. Review and monitoring of the implementation of the agreed corrective measures for impairment of the regulatory risk.
6. Analysis of the key institutional documents and updating of the Compliance Chart with the new regulatory provisions. Based on the new requirements, Compliance collaborated with the relevant units –where required– in order to integrate them in the Bank's internal procedures.
7. Assessment of new and existing processes, products, services and advertising in relation to the requirements of the regulatory framework.
8. Participation in work groups for the implementation of the important requirements of the regulatory framework (indicatively FACTA, CRS, DAC2, MiFID II, GDPR, PSD2).
9. Participation in the execution of training programs aimed at informing and training Bank employees on preventing and repressing money laundering and terrorist funding as well as other issues of regulatory compliance.
10. In the framework of Compliance's responsibilities in relation to the supervision of the Group's Greek and international subsidiaries, it coordinated, supported, and assessed the respective Compliance Units' performance.



***Shareholders' Structure 31 December 2017***

## 2018 TARGETS

1. Continuous monitoring of changes in the institutional and regulatory framework as well as analysis and monitoring of the framework in order to ensure that the appropriate processes and systems have been developed. The Group's Compliance will continue to participate in specific projects for the implementation of the new requirements of the regulatory framework.
2. Upgrading of the AML system regarding constant monitoring of transactions, in relation to preventing and repressing money laundering and terrorist funding.
3. Updating of the assessment and analysis of the regulatory risk for Piraeus Bank and its Subsidiaries, taking into account additional factors of regulatory risk.
4. Inspections in Bank branches, Units and in the Bank's subsidiaries to assess their compliance with the regulatory framework and adopt corrective actions in possible deviations.
5. Updating of training material related to regulatory compliance issues following relevant changes as well as Compliance's participation in the Bank employees' training seminars.
6. Continuous training of Compliance Units' employees in the Bank's Subsidiaries.
7. Updating of the Regulatory Compliance Policy with the integration of the recent changes in the regulatory framework.

The Group Compliance has certified its internal processes according to ISO 9001:2008 standards.

*For further information regarding the Group's Compliance Policy and duties please refer to: [www.piraeusbankgroup.com](http://www.piraeusbankgroup.com)>Investors>Corporate Governance>Compliance*

## SHAREHOLDER RELATIONS

### INVESTOR AND ANALYSTS RELATIONS

Investor information is provided to individual and institutional investors by the Corporate Development & Investor Relations Unit with the active involvement of the Top Management. Its purpose is to provide systematic and symmetrical information to individual and institutional investors regarding the course and strategy of Piraeus Bank Group. During 2017, a total of 557 meetings/briefings were held with investors and analysts both in Greece and abroad.

In 2017, Piraeus Bank received three important distinctions in the Extel's annual pan-european survey. The survey is conducted through direct voting by the investment community (investors, analysts, custodians, fund managers, etc.) and the Bank was ranked first in the CEO, CFO and IRO categories for investor relations.

### SHAREHOLDER REGISTRY

The Shareholder Registry is responsible for providing direct and symmetrical information to all shareholders, as well as assisting them in exercising their rights in accordance with the law and the Bank's Articles of Association.

### CORPORATE ANNOUNCEMENTS

Corporate announcements are the responsibility of the Corporate Announcements Service. It was set up in accordance with Law 3016/2002 and the Capital Market Commission's Board resolution no. 5/204/14.11.2000, and is responsible for the Bank's compliance with the institutional framework of this resolution. The Bank's announcements are sent to the Hellenic Exchanges in order to be recorded in the Daily Official List and to inform the investors.

### SHAREHOLDER STRUCTURE

Piraeus Bank is a multi-shareholder company. In December 2017, the total number of Piraeus Bank's shareholders was 30,000. Out of the total common shares (436,659,164 shares of nominal value €6.0 each) 26% was held by the HFSF and 74% by the private sector (more specifically, 68% legal entities and 6% by individuals).

## SUPPLIER RELATIONSHIP

Piraeus Bank evaluates collaboration proposals and financial offers submitted by potential business partners and suppliers on the basis of specific, objective and measurable criteria, such as the quality to price ratio, reliability and market position, employees and financial viability. There are uniform procedures which apply to all suppliers. Partnerships with all existing suppliers and business partners are regularly assessed and revised so as to maintain effective collaborations and high-quality services. At the same time, the Bank ensures the timely payment of its obligations towards suppliers and partners.

In order to ensure smooth and transparent supply management, the "Group Procurement Regulation" has been adopted, which defines relations with existing and potential suppliers. This regulation contains the rules and basic principles on all products and services supplied as well as describing the manner in which supply requests of all Group organizational units are handled to cover their operational needs.

The Group Procurement Regulation is governed by the rules and principles as they are described in the section "Outsourcing" of "Piraeus Bank Group Regulatory Compliance Policy", pursuant to Governor's Act 2577/2006 of the Bank of Greece. This Regulation is uniformly applied to the entire Group (Piraeus Bank and subsidiaries both in Greece and abroad). Its key targets are:

1. The formation of a regulatory framework through which transparent, clear and uniform procurement management procedures take place throughout the Group.
2. Transparent and objective evaluation of submitted offers for all procurement tenders for goods or services.
3. Definition of quantitative and qualitative specifications for all products and services supplied.
4. Mitigation of operational and credit risks which might arise from partnership with suppliers.
5. Timely supply of products and services to the Group's Organizational Units.
6. Restraining the cost of supplying products and services, by using e-auctions.
7. Formation of long-term collaborations with suppliers who are evaluated on a regular basis.
8. Holding regular procurement tenders to streamline costs and ensure optimal selection of partners or negotiations for the continuation of partnerships with cost containment.
9. Establishment of a uniform contractual framework with prospective suppliers and external partners.
10. Management of conventional contractual frameworks through specialized applications in order to allow for direct information on the financial data related to the Bank's partnership with each supplier and to provide timely information on upcoming contract renewals.
11. Definition of a cooperation framework between the organizational units involved in management of supplies.
12. In its efforts to support local economies and communities and to reduce transportation of goods thus limiting its environmental footprint, the Bank ensures that almost 100% its procurements are made by local or/and domestic suppliers.

## GREEN PROCUREMENT

Piraeus Bank applies a policy of green procurement since 2005. More specifically, it selects environmentally-friendly products (chlorine free FSC paper, recycled consumables, light bulbs, replacement of company fleet with low fuel-consumption vehicles, gradual replacement of electric and electronic equipment with energy-efficient appliances) which assist in, among others, reducing the environmental footprint and awareness-raising of employees about green supplies.

Since 2015, Piraeus Bank started to gradually use paper certified under FSC (Forest Stewardship Council) for the documents that are sent to customers (account statements, loan statements, notice letters, transactions confirmations, stock exchange statements, trade order confirmations).

Statements and Customer Envelopes on FSC paper	2015	2016	2017
A4 Paper (Number)	2,705,031	9,097,996	12,590,901
Envelopes 11x23 (Number)	2,285,172	6,128,748	8,885,028
Envelopes 23x32 (Number)	24,127	56,066	80,641

Additionally, the procurement and use of environmentally friendly cleaning products also continued (recognised by the European Union environmental certification eco label), in Administration Buildings of the Bank and in the offices of the Piraeus Bank Group Cultural Foundation.

In 2018, green procurements will be enhanced with the replacement of biodegradable bags at 2 Administration Buildings of the Bank.

Electrical and electronic equipment (screens, laptops and refurbished computers) are gradually being replaced with energy-efficient appliances ("energy star" label). In the Oekom Corporate Rating Report, in the question related to IT procurements, the Bank was graded with A+.

#### RENEWABLE ELECTRICITY WITH GUARANTEES OF ORIGIN FOR PIRAEUS BANK GROUP

In 2017, Piraeus Bank received for the first time Guarantees of Origin for electricity produced by Renewable Energy Sources (RES's). The guarantees of origin are equivalent to the 86% electricity consumption of the Group. More specifically, it received Guarantees of Origin for 53,665 Mwh of electricity produced by RES's in the period 01.01.2017 to 31.12.2017.

This certification strengthens the Group's environmental profile while also achieving the following benefits:

1. Improvement of the assessment indices on a global level which contributes to the enhancement of its reputation in a demanding period of economic challenges.
2. Support and achievement of the annual Group goals regarding the reduction of the environmental footprint.



Material Topic

# Corporate governance

Mapping with United Nations Goals  
Sustainable Development Goals (SDG)



Assurance by independent body  
(GRI 102-18, 102-22)



11  
BoD Members



5 Independent  
9 Non-Executive

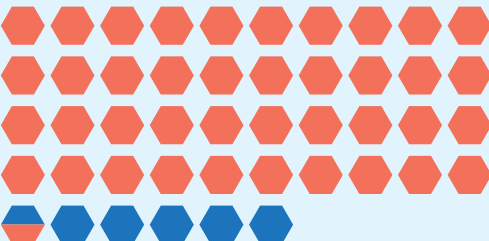


5  
BoD Committees



17  
BoD meetings in 2017

89%  
Average participation



46  
Total number  
of BoD committees  
meetings in 2017

88%  
Average participation

Goals

Transformation  
of Corporate Culture

Constant compliance  
of the Bank with laws  
and legislations

Constant assurance  
of transparency, excellence,  
functionality and effectiveness  
of the existing system  
of corporate governance  
and the internal audit  
of the Bank

Strong Management  
Structure

Enhancement of internal  
audit and regulatory  
compliance systems

In 2017, Piraeus Bank continued promoting its digital banking services, thus upgrading the banking experience of its customers.



# *Alignment of Business Targets with Social Progress and Solidarity*

## **CUSTOMER RELATIONSHIP**

Piraeus Bank, the largest bank in Greece in terms of market share in assets, loans and deposits as well as in number of branches and employees, actively and dynamically participates in the improvement and growth of the economy, thus contributing to the prosperity of its customers and of the society in which it operates.

With the vision of being the most trustworthy bank in Greece, Piraeus Bank creates long term value for its customers by focusing on responding to their needs, taking into account economic, social and environmental factors.

At the center of Piraeus Bank's operation is always the customers and the unimpeded servicing of their needs. The relationships of trust is established by providing clear information, transparency in contractual terms and security in all types of banking transactions and at all servicing channels, including electronic ones.

The products and services offered by the Bank are monitored by specific and specially-designed mechanisms at each stage of development, promotion and provision of them, thus ensuring compliance to the principles of the regulatory framework as well as the rules of the Code of Banking Ethics. Following that, the products and services are defined accurately, without exaggerations, inaccurate or misleading statements, excessive promotion or attempts to conceal any features of such products and services, eliminating any possibility of exploitation of the public's unfamiliarity, inexperience or fears. To this end, the contribution of the Promotion and Advertising Committee and the Group's Regulatory Compliance is invaluable, the former with its evaluation and approval of the content and style of the campaign and the latter by ensuring that the content is in full compliance with the regulatory framework.

Additionally, the Bank takes care to constantly enhance its customers' financial literacy in order to familiarize them with banking terminology and to understand the banking functions, thus facilitating their access to its services.

Particular emphasis is placed on informing and educating customers about the use of the digital service channels as new technologies have changed the shape of bank product provision with e-banking transactions now constituting a significant percentage of total transactions. Consequently, in 2017 as well, the Bank promoted the technologically-advanced service model through the use of digital devices, with free access to internet wifi in branches, to demonstrate the functionality of Electronic Banking to the customers. It prompted and helped its customers in familiarizing themselves with the special ATM's and easypay, with e-branches, with winbank web, mobile and phone banking and their applications.

Optimal Retail Banking customer experience is an aspect of great value for the Bank and consequently particular emphasis is placed on it. More specifically, a specialized team has been formed, which assesses, records and measures customer experience, satisfaction and loyalty in relation to Retail Banking products with the aim of constantly improving its services. Contact with customers is made within 48 hours of this interface with the Bank, for the experience to be as recent as possible. Indicatively, some of the customer satisfaction measurement tools are NPS (Net Promoter Score) and CES (Customer Effort Score). Specifically, in 2017, 50,000 Retail Banking customers completed the Voice of the Customer questionnaire, which resulted in 460 improvement actions for the Bank in 10 areas of Retail Banking.

At the same time, feedback from the Bank's customers is collected by means of the specialized online reputation tool, for monitoring and recording customer comments in the Bank's Social Media and in third-party websites and blogs. The Bank recognizes the importance of knowing all the views that arise from the customers' contact with its products and services.

## CUSTOMER SERVICE

In 2017, one of the key priorities for Piraeus Bank was the evolution and qualitative upgrading of customer service model, aiming to create a modern and outstanding banking experience. In this context, emphasis was placed on developing multi-channel service and on enhancing the branch network's commercial activity and effectiveness.

The key axes and actions of the new service model focus on the following:

1. The transfer of transactions to digital channels and training customers in their use: aimed at saving productive time and upgrading the branches' commercial activity.
2. Incorporation of the practice of meetings in the service culture: it contributes definitively to developing further relations with customers and strengthens commercial effectiveness.
3. Immediate handling of operating issues: assists in detecting challenging cases and prevents undermining of the success of the Program.
4. Paperless Cashier: application that contributes to minimizing the time required for cashier management and service as well as highlighting the Bank's utilization of innovation for individual customer needs.
5. Enhancement of quality customer service: focuses on Advisory Banking, through a flexible structure of the branch network which includes the Branch Systems (Central Branches and Branches-Satellite) and the Branches.
6. Focus on targeted sales: creates value for the customer and revenue for the Bank.
7. Utilization of technology and all available tools to offer a memorable service experience: ensures customer trust and loyalty.

## NEW TECHNOLOGIES FOR CUSTOMER SERVICE UPGRADING

Piraeus Bank evolves and innovates with the aim of differentiating itself in the banking environment by providing superior standards of customer service. Following the trends set by competition in the Greek and international markets, the Bank moves forward with an open mind and redesigns its methods of service provision with the aim of exceeding the expectations of increasingly demanding and informed customers. The positive impact of

this strategy is reflected in the results of the customer satisfaction surveys, which are presented in this Report.

The Bank is constantly investing in the upgrading of alternative –non-conventional– and completely safe technological service channels for simpler and easier use, thus providing quality and speed to even more customers. Consequently, its primary concern is the expanded use of technological innovations that have already been adopted by a constantly rising number of customers; at a second level, it designs and implements the expansion of the range of the e-services provided. The Bank facilitates its customers' familiarization with technology by developing simple-to-use applications that cover their individual needs, while the customer-centered service channels support the process at all stages, guiding customers, as the adoption of modern technology:

- |   |   |
|---|---|
| 1. Minimizes manual labor.                      | 4. Expands the geographical area of service provision –almost global coverage– as well as the hours of operation of customer service. |
| 2. Accelerates the process of customer service. |   |
| 3. Optimizes the safe exchange of information.  |   |

The large project of migration of transactions from the conventional to the digital service channels proceeded at an intensive pace in 2017, resulting in the total rate of "migration" of transactions rising to 77% versus 67% in 2016 and 64% in 2015. The progress of the project is monitored with regular measurements at Branch level, which record the rate of transactions served by cashiers in relation to those to be carried out by alternative channels. Consequently, measurements are made and targets are set at branch level in order to monitor the total rate of "migration" for all transactions that can be realized both from digital channels of service and from the branch's cashiers. Additionally, the rate is also analyzed for the individual types of transactions. Based on the results, the new target is set, which for 2018 is the additional increase of the rate to 86%.

Achievement of the target contributes to customers saving time and money (for example, electronic payments are cheaper and queues, which are noted at some branches at the end of the month, are avoided), consequently having a positive effect on their service experience.

Implementation of the action is achieved with the diversion of transactions in two directions:

- |   |  |
|---|--|
| 1. Execution of transactions at Branch ATM's and at e-branches. | 2. Execution of transactions through the web and mobile phone, e-channels that the Bank has developed. |
|---|--|

More specifically, in order to support the first direction in 2017 at Branches:

- |   |   |
|---|---|
| 1. A qualified employee was assigned to customer reception in order to direct them, according to the type of transaction they require, to the appropriate e-system ATM, easypay kiosk and Passbook Printer and to train them in its use, if it is deemed necessary. | possibility of issuing yellow gift vouchers to customers wishing to redeem their yellow points.   |
| 2. ATMS's were installed, mainly at large urban centers in Greece, which provide greater possibility of online deposits, serving especially businesses with many banknotes to deposit.  | 4. The acquisition of the improved types of ATM's was approved aiming towards a smoother operation of the system.   |
| 3. Interventions were implemented at existing ATM's in order to expand and upgrade the services provided such as the  | 5. The number of automated transactions executed at easypay kiosks rose; it is also now possible to pay bills with the contactless card as well as in installments with the customer's credit card. |

In 2017, 89% of cash withdrawals and 18% of total deposits were executed at Bank ATM's. Transactions at easypay kiosks rose by 28% annually versus 2016, as 25% of deposits and 79% of Passbook updates were executed through these, thus confirming that in addition to faster customer service, they also contribute to the decongesting of Branch cashiers.

At the end of 2017, the new e-branch began operation in Glyfada. This e-branch, the fourth one, gives the possibility to individuals, businesses and professionals in the southern suburbs of Athens to execute their transactions quickly, easily and safely during their expanded working hours on weekdays and Saturday.

More specifically, in order to support the second direction, in 2017:

1. The Bank's electronic platforms were redesigned to become more user-friendly. More specifically, the winbank mobile banking service was redesigned so as to offer customers greater ease in managing their finances and in executing their daily transactions on their smartphone.
2. Simplification of the process for registering in the system, which is done at the Branches together with customer training.
3. A new methodology in customer training was introduced to the Private Banking Unit: smartphones were placed in the Network Branches, enabling customers to familiarize themselves with the e-banking applications and receive training in executing e-transactions. This initiative is supported by targeted promotional actions.
4. Training programs for Branch Network employees were held in their workplace on their contribution to the development of multi-channel behavior of the Private Banking customers.

In 2017, new registrations to the winbank web banking service exceeded the all previous years, with an average monthly rate of new registered users noting a 57% increase versus 2016. Moreover, users who executed transactions through the winbank web banking service rose by 28% versus 2016, while customers who used the winbank mobile service rose by 53%, with an average use of once every two days.

## CONTINUOUS IMPROVEMENT OF CUSTOMER SATISFACTION

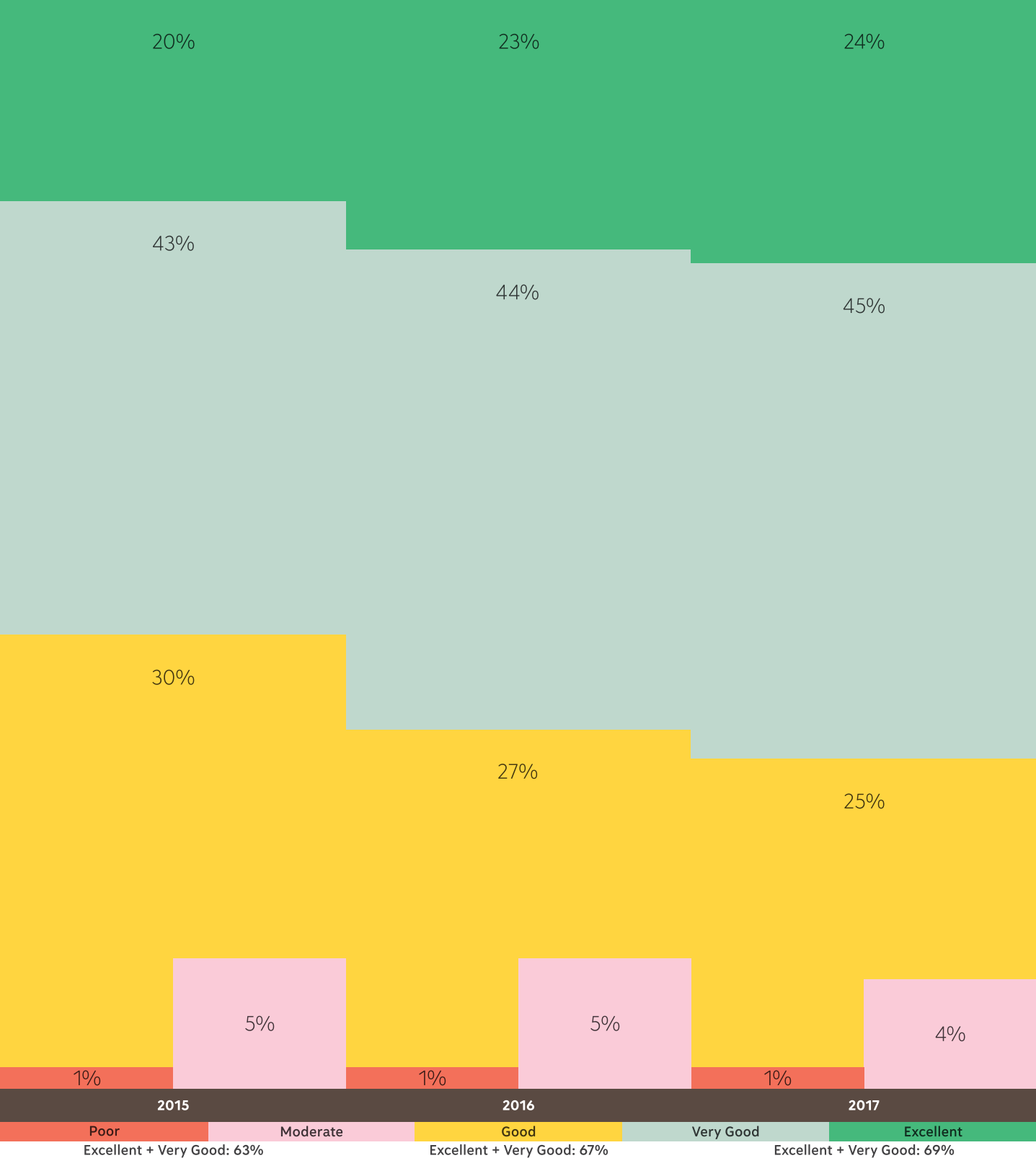
Piraeus Bank systematically conducts the "Customer Satisfaction Survey" annually. Through this process the Bank gathers information about the overall level of customer satisfaction and in particular customer-perception indices. Piraeus Bank's constant aim is to maintain its high degree of customer satisfaction.

The survey for 2017 was conducted in the form of Computer Aided Telephone Interviewing – (CATI) by means of a structured, 12-minute questionnaire by the market research company KANTAR TNS, on a sample of 15,300 Piraeus Bank customers covering the Greek geographical area. Regarding the overall customer experience of Piraeus Bank, the results are positive as 69% of the interviewed customers assessed their overall experience with the Bank as "excellent/very good" and 25% as "good", 4% as "moderate" while only 1% as being "poor". It is noteworthy that the survey showed that 9 out of 10 customers prefer Piraeus Bank "strongly" to "very strongly" in comparison to any other bank.

The 2017 survey indicated that all satisfaction indices at the customers' main branch of service note a statistically significant increase versus 2016. Focusing on satisfaction regarding the servicing experience at the customers' main branch of service with individual indicators, "staff politeness" and "staff expertise" scored the highest. In terms of "providing complete and clear information from –a measurement of transparency– 74% of customers grade it as "excellent/very good" whereas only 1% of total customers interviewed perceive their experience as "poor". Regarding web banking, it is evaluated as "excellent/very good" by 90% of users. The aforementioned results are proof of the Bank's focus on effective customer service.

It should be pointed out that when the survey was conducted, customers were asked to identify areas of improvement in the standard of service provided by the Bank. This information was taken under serious consideration and is being utilized in the implementation of the respective corrective actions.

In the graphs below, the percentages have been rounded to the nearest integer.

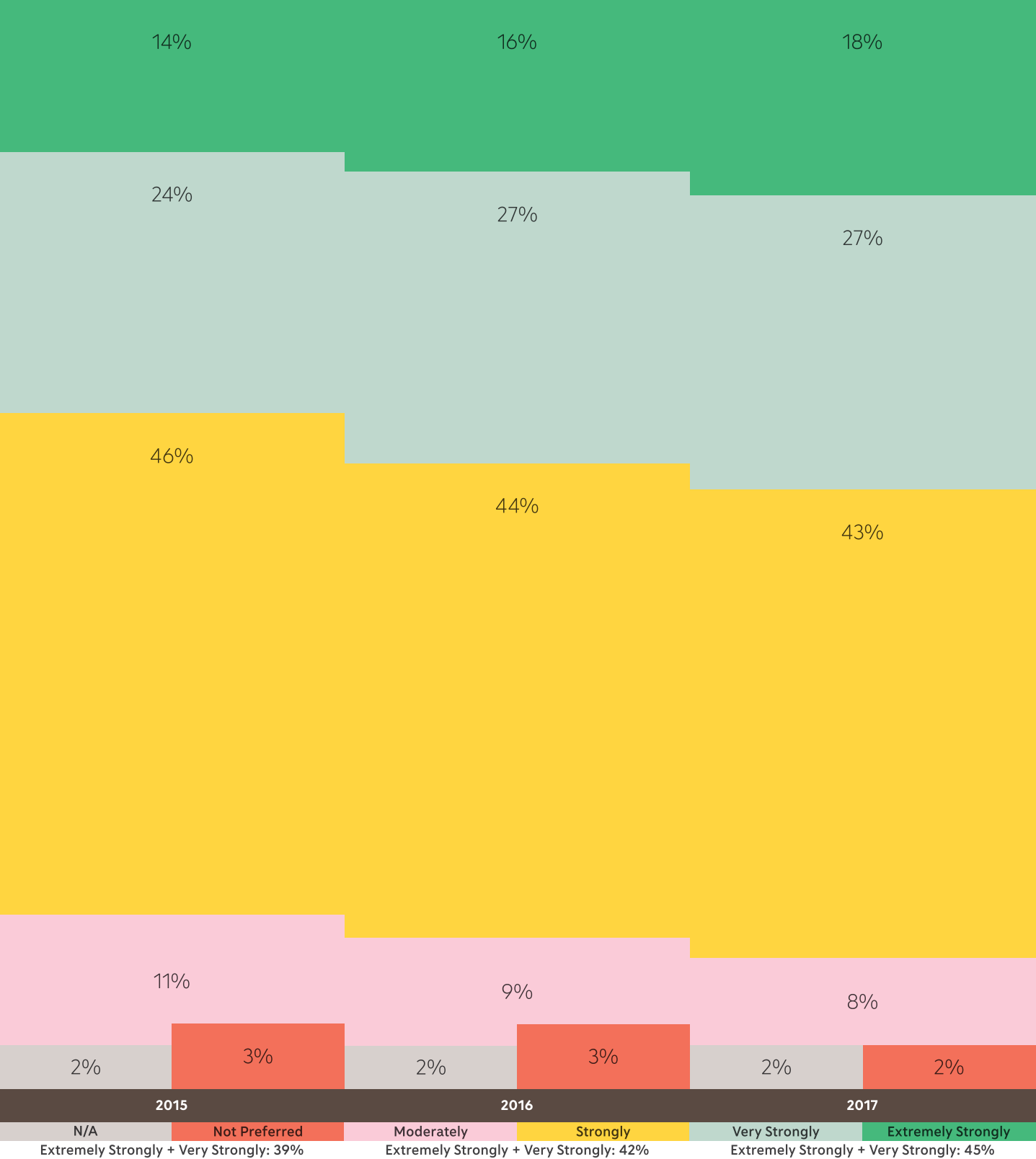


### ***Piraeus Bank's overall experience rating***

QUESTION: Considering your total experience of Piraeus Bank, how would you rate it overall?

BASE: All respondents (v=15,300/year)

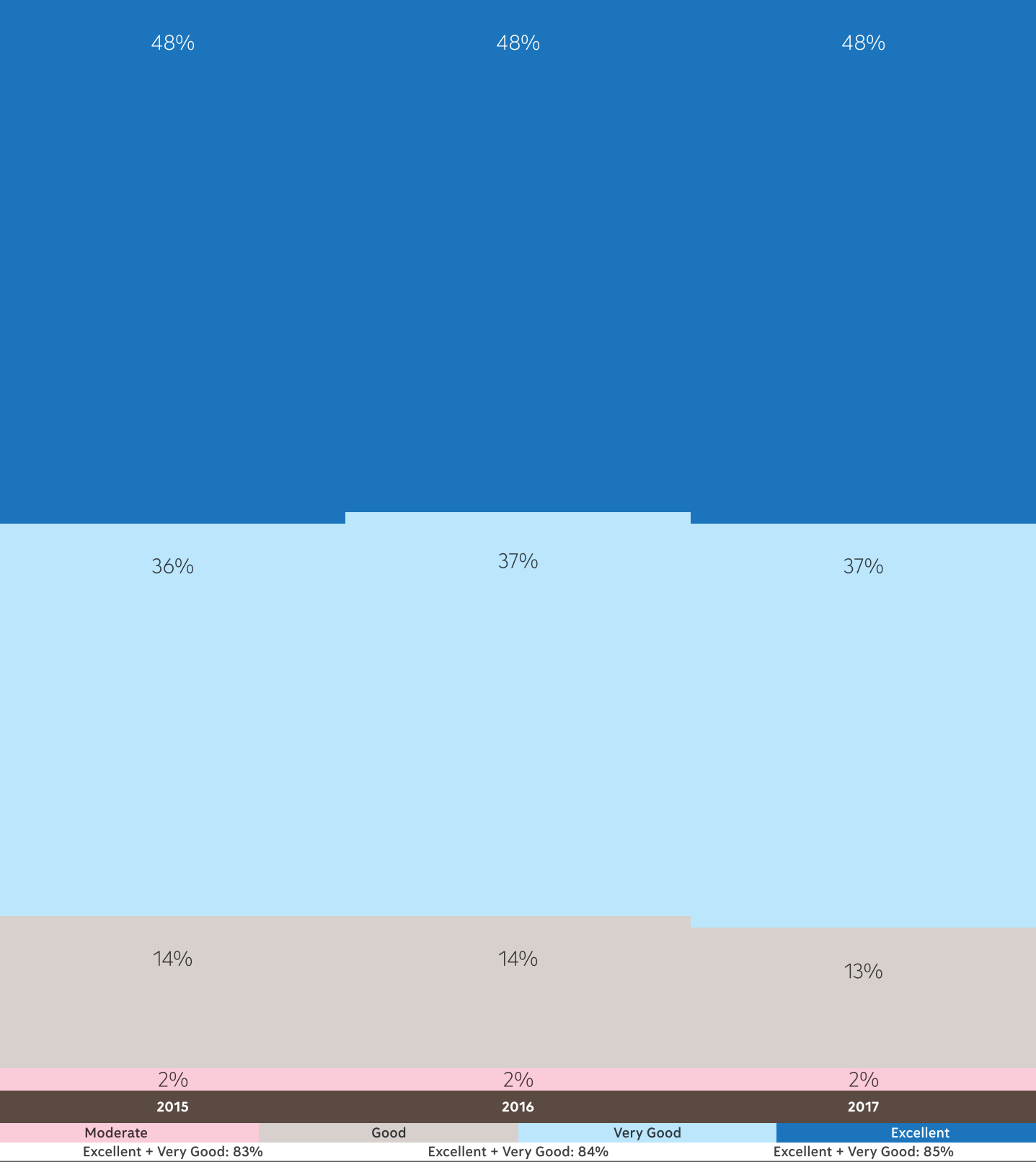




***Degree of preference of Piraeus Bank over any other bank***

QUESTION: How strongly do you prefer Piraeus Bank over any other bank?

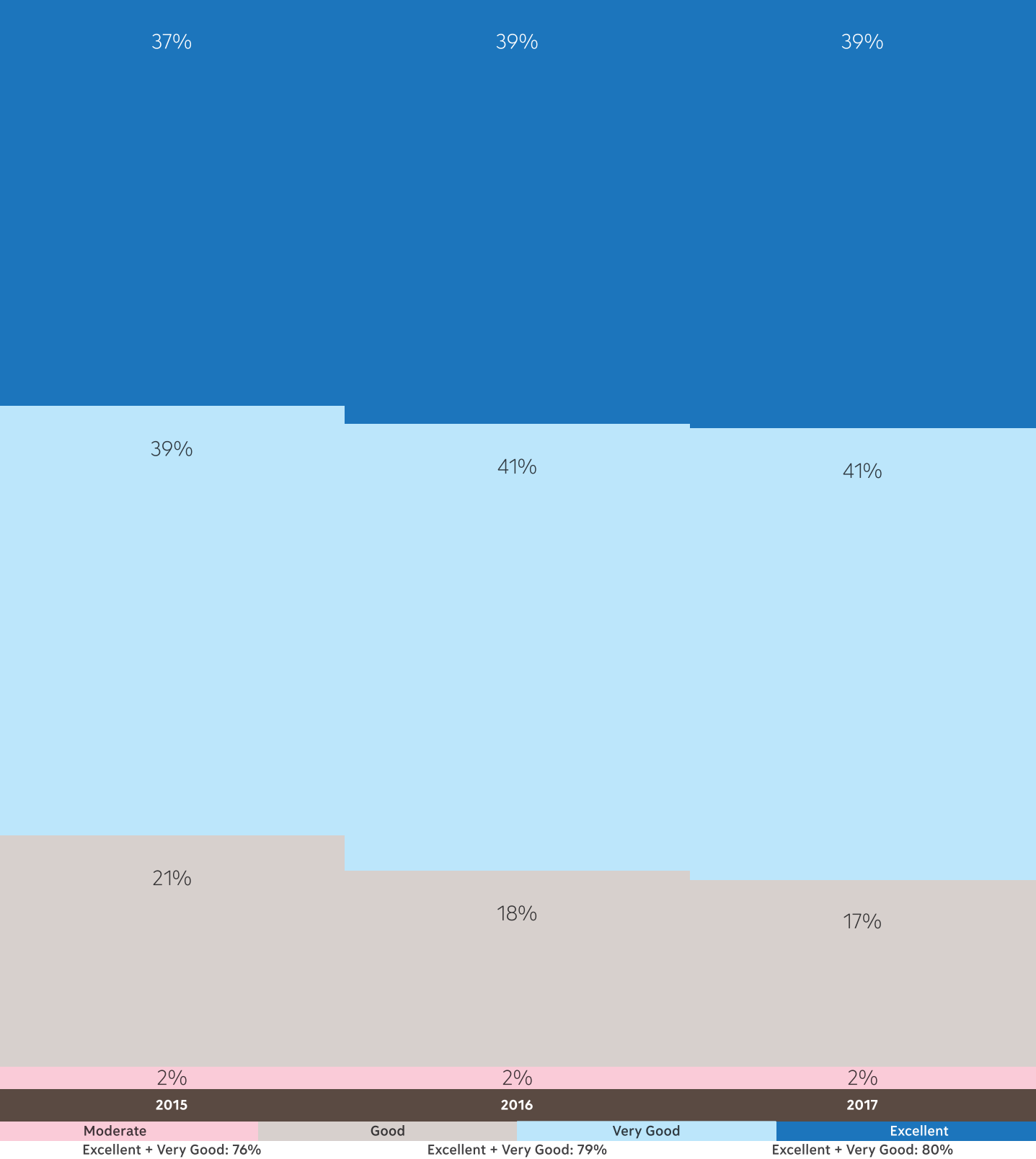
BASE: All respondents (v=15,300/year)



***Assessment of service at Branch: Politeness of staff***

QUESTION: How would you assess your primary branch with Piraeus Bank regarding Politeness of staff?

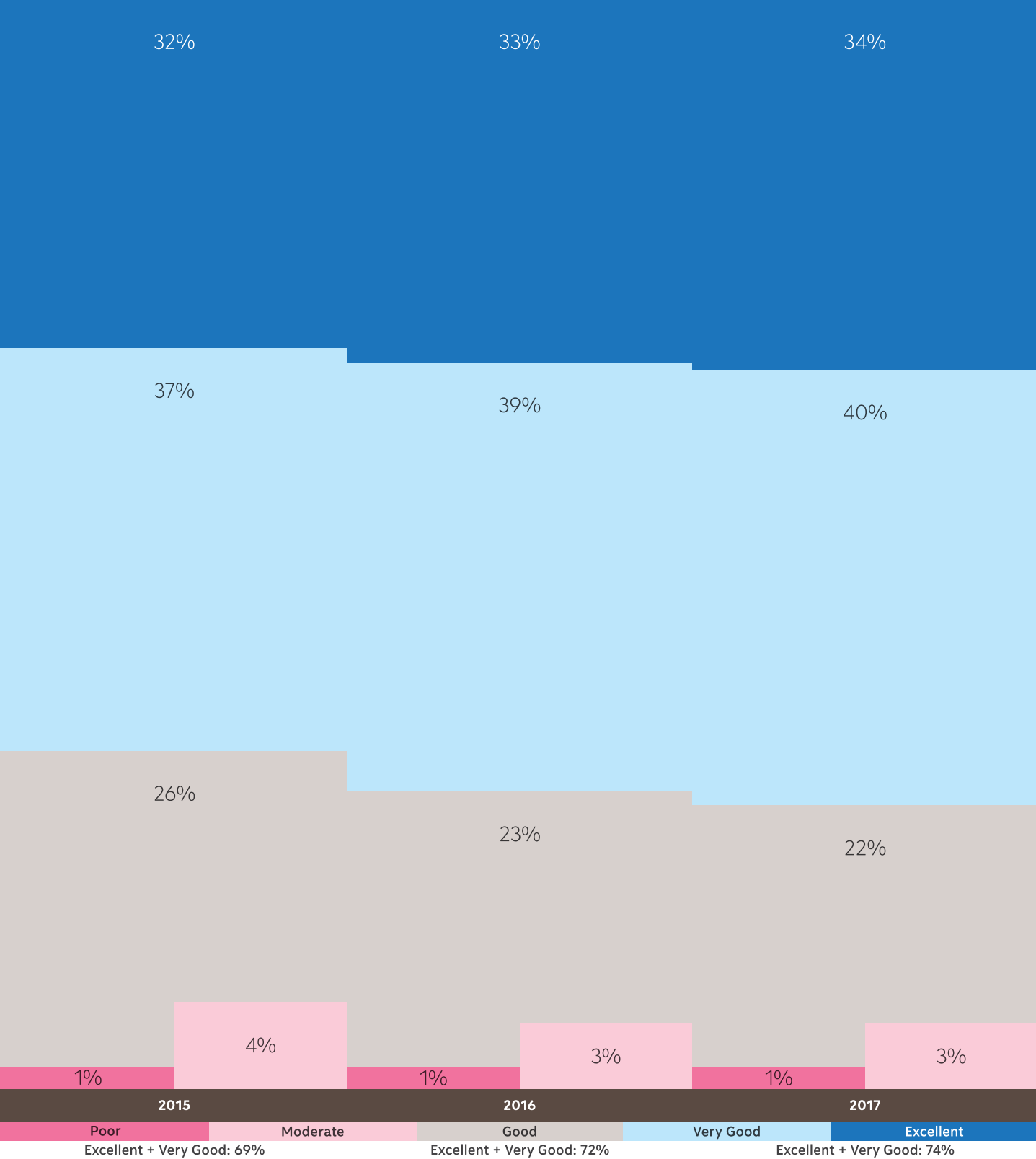
BASE: Those who mentioned they had a primary branch ( $v_{2015}=15,293$  /  $v_{2016}=15,290$  /  $v_{2017}=15,294$ )



***Assessment of service at Branch: Knowledge of staff***

QUESTION: How would you assess your primary branch with Piraeus Bank regarding Knowledge of staff?

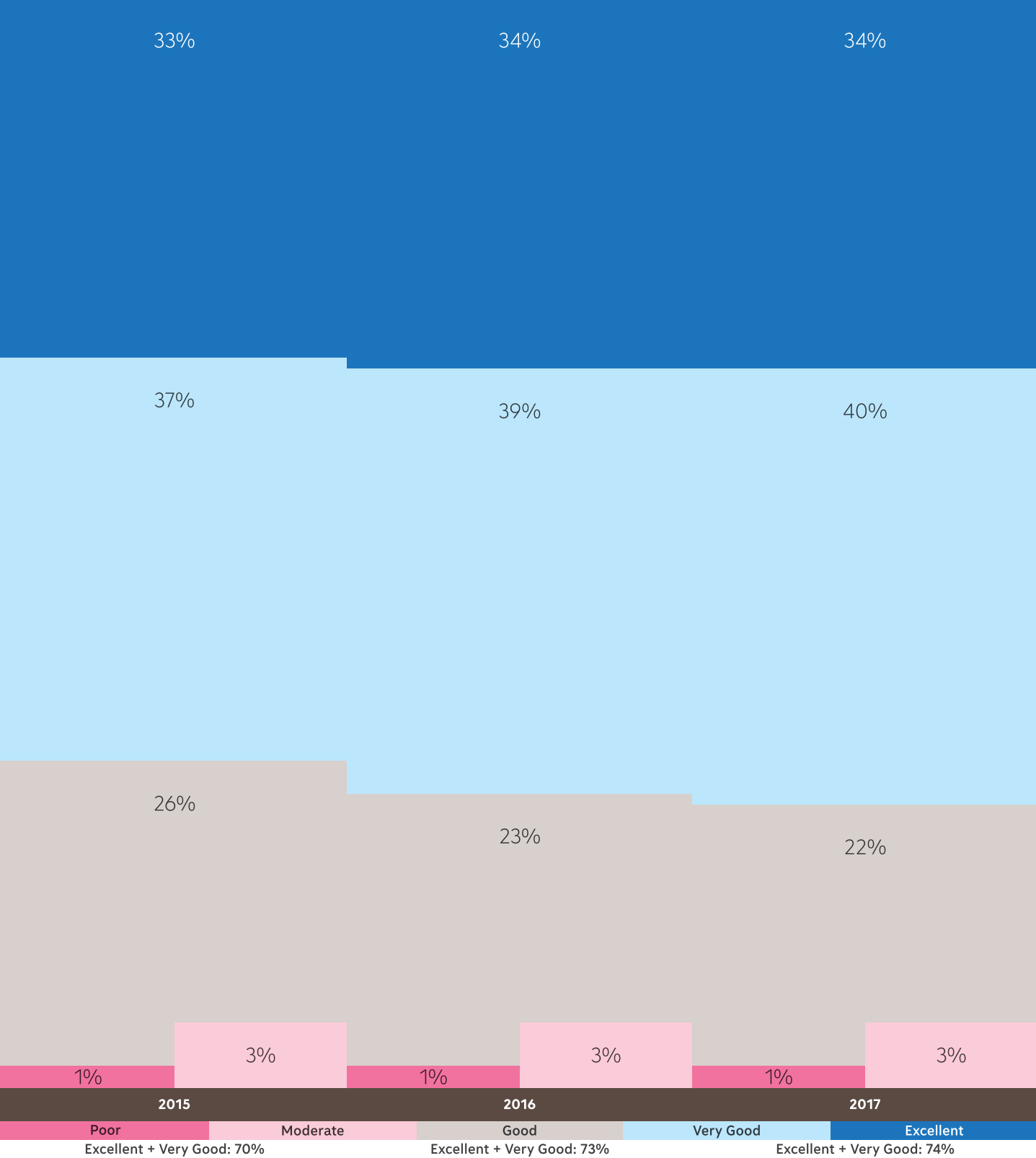
BASE: Those who mentioned they had a primary branch ( $v_{2015}=15,293$  /  $v_{2016}=15,290$  /  $v_{2017}=15,294$ )



### Assessment of service at Branch: Providing complete & accurate information

QUESTION: How would you assess your primary branch with Piraeus Bank regarding Providing complete & accurate information?

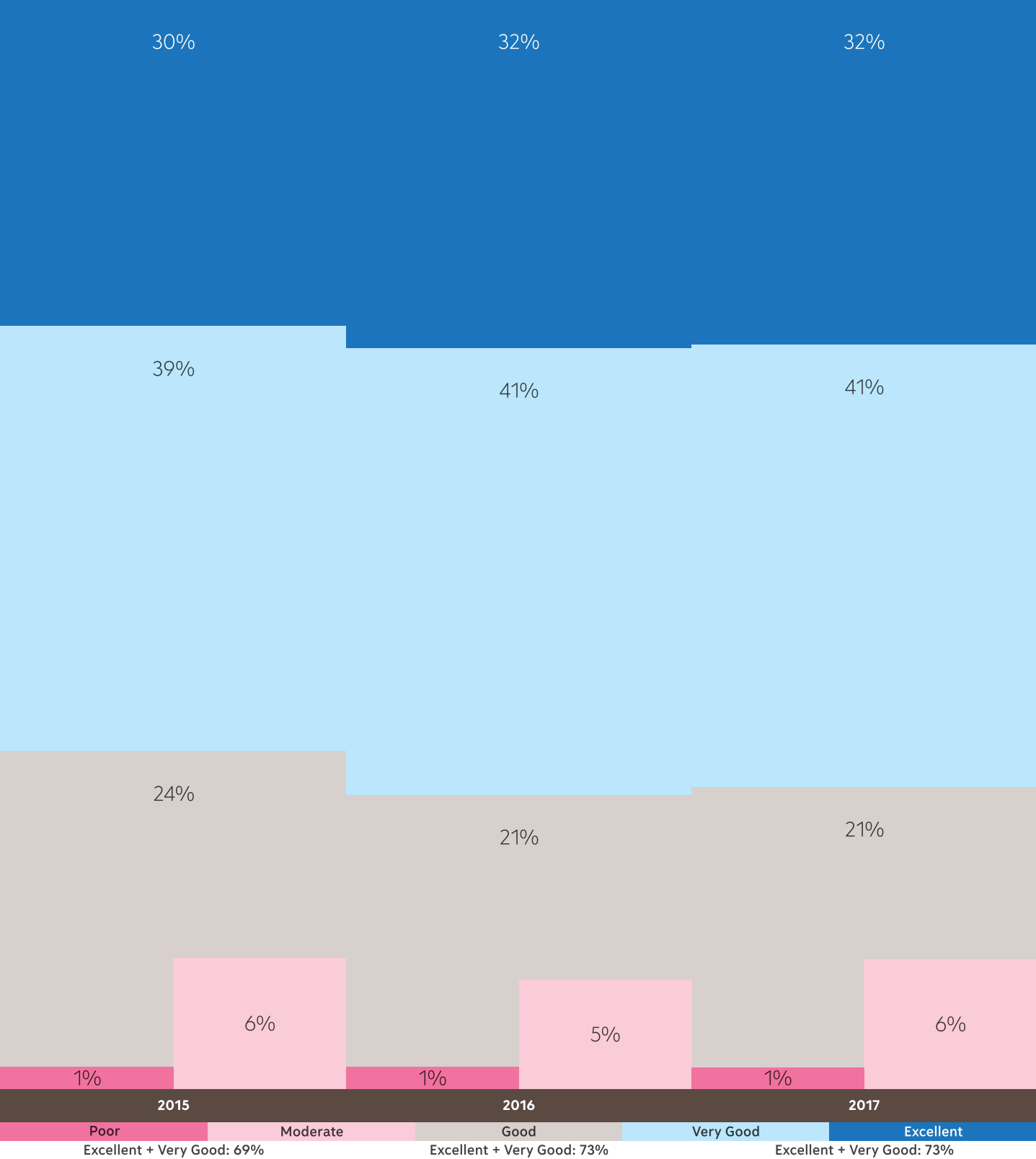
BASE: Those who mentioned they had a primary branch ( $v_{2015}=15,293$  /  $v_{2016}=15,290$  /  $v_{2017}=15,294$ )



***Assessment of service at Branch: Abiding by promise***

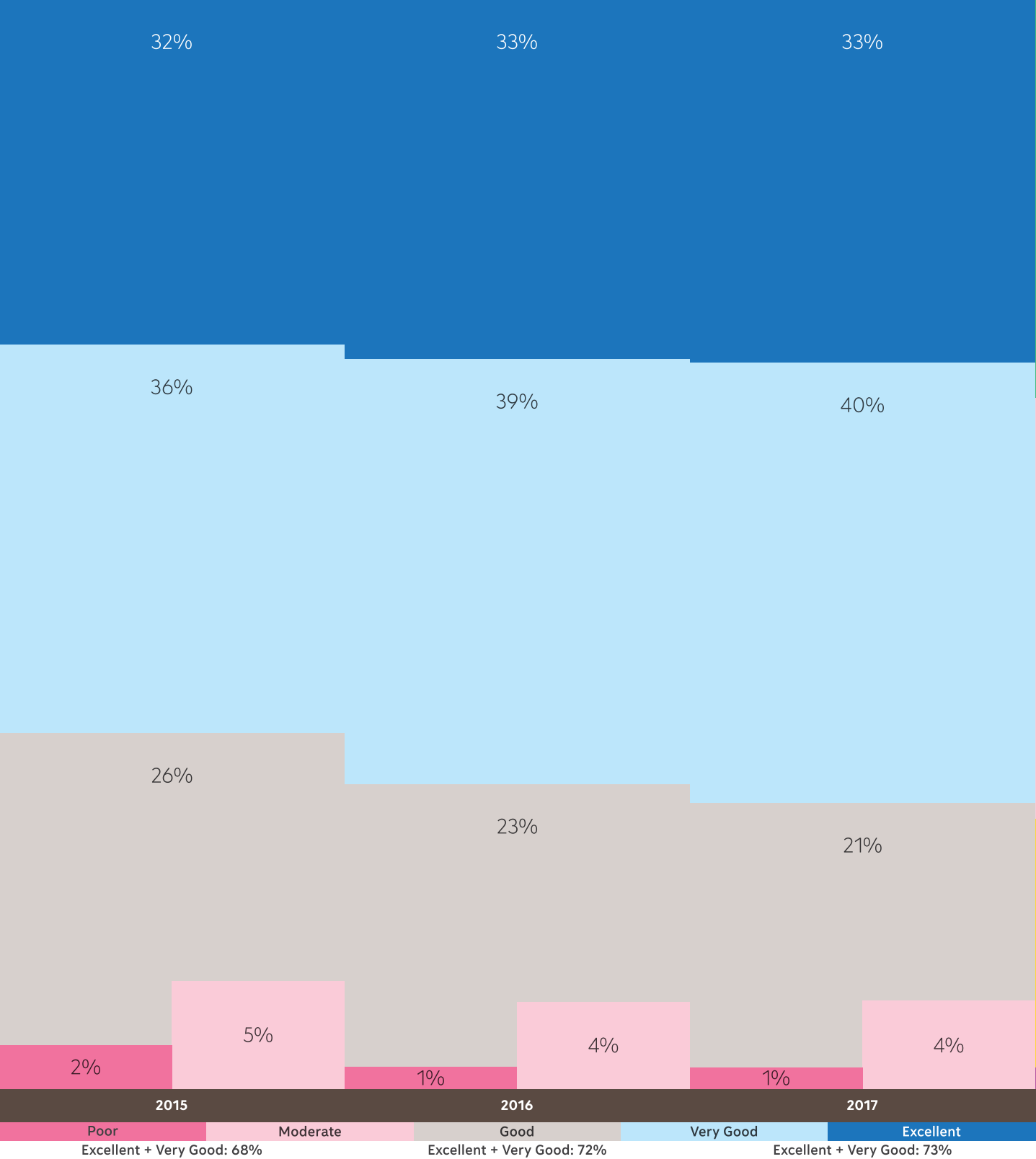
QUESTION: How would you assess your primary branch with Piraeus Bank regarding Abiding by promise?

BASE: Those who mentioned they had a primary branch ( $v_{2015}=15,293$  /  $v_{2016}=15,290$  /  $v_{2017}=15,294$ )



Assessment of service at Branch: Speed of service

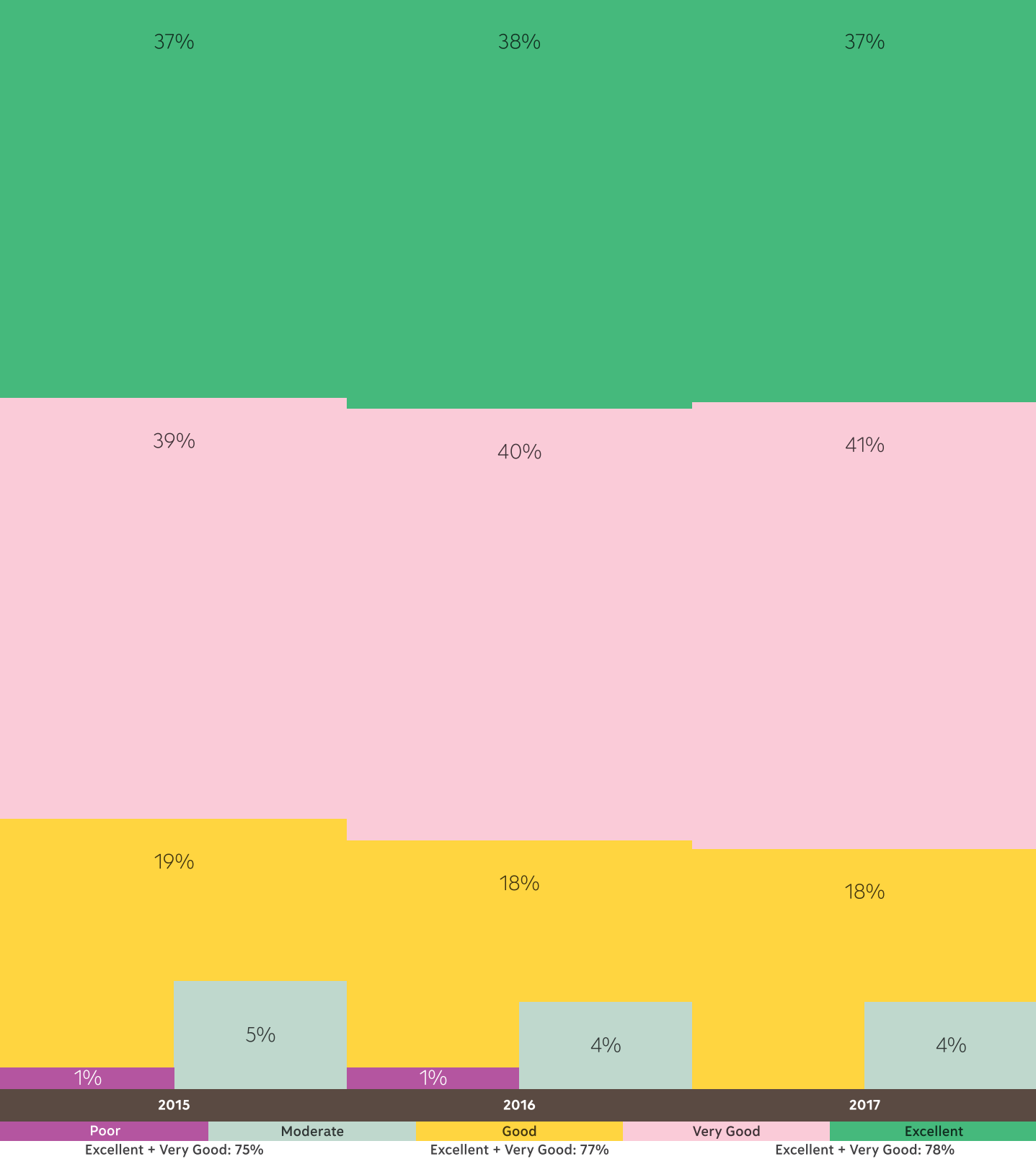
QUESTION: How would you assess your primary branch with Piraeus Bank regarding Speed of service?  
BASE: Those who mentioned they had a primary branch ( $v_{2015}=15,293$  /  $v_{2016}=15,290$  /  $v_{2017}=15,294$ )



### ***Assessment of service at Branch: Resolution of problems***

QUESTION: How would you assess your primary branch with Piraeus Bank regarding Resolution of problems?

BASE: Those who mentioned they had a primary branch ( $v_{2015}=15,293$  /  $v_{2016}=15,290$  /  $v_{2017}=15,294$ )

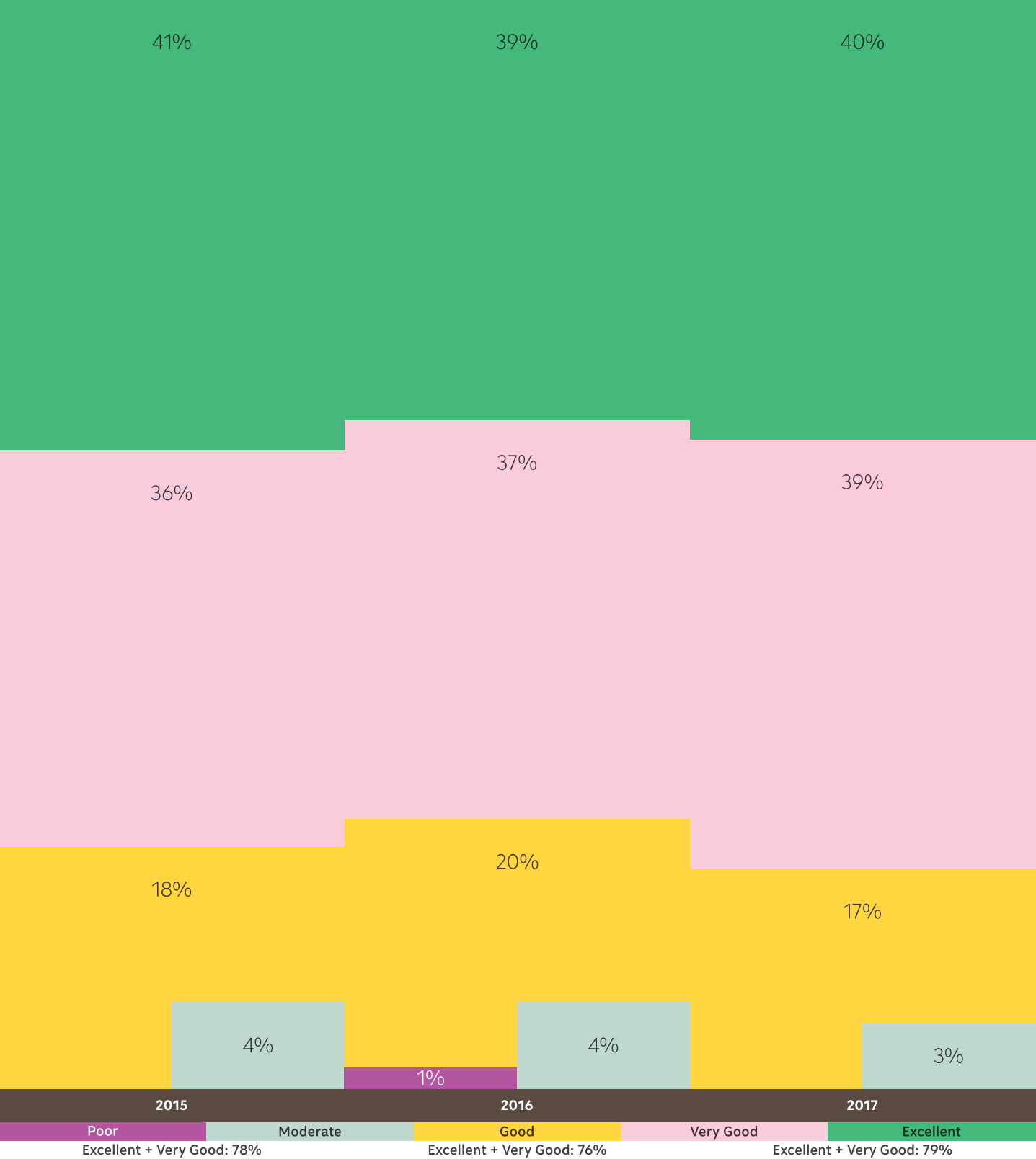


### Assessment of ATMs: Good operation

QUESTION: How would you assess your primary branch with Piraeus Bank regarding Good operation?

BASE: Those who used ATMs in the last six months ( $v_{2015}=9,775$  /  $v_{2016}=11,473$  /  $v_{2017}=11,946$ )

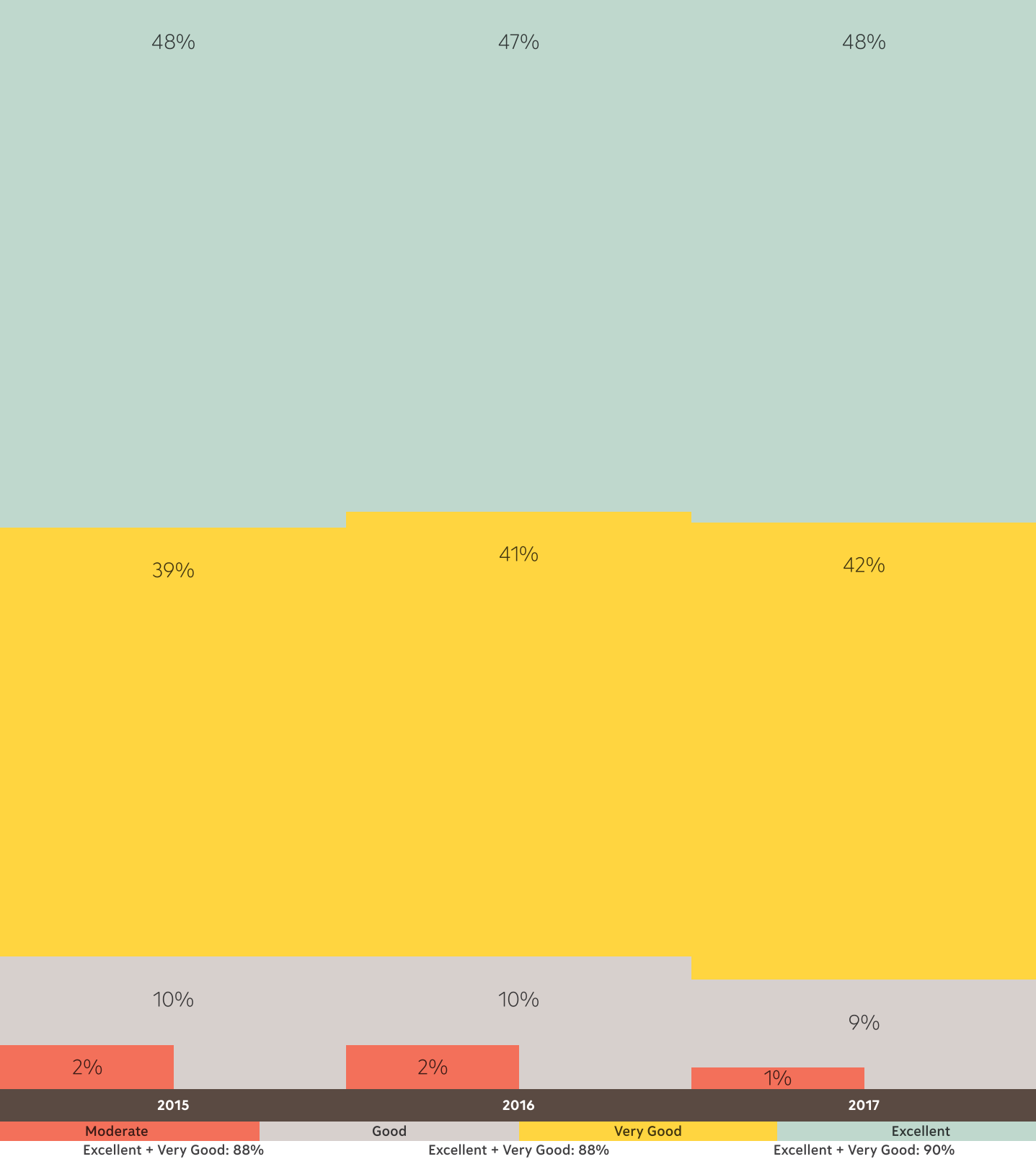




### Assessment of ATMs: Cash availability

QUESTION: How would you assess your primary branch with Piraeus Bank regarding Cash availability?

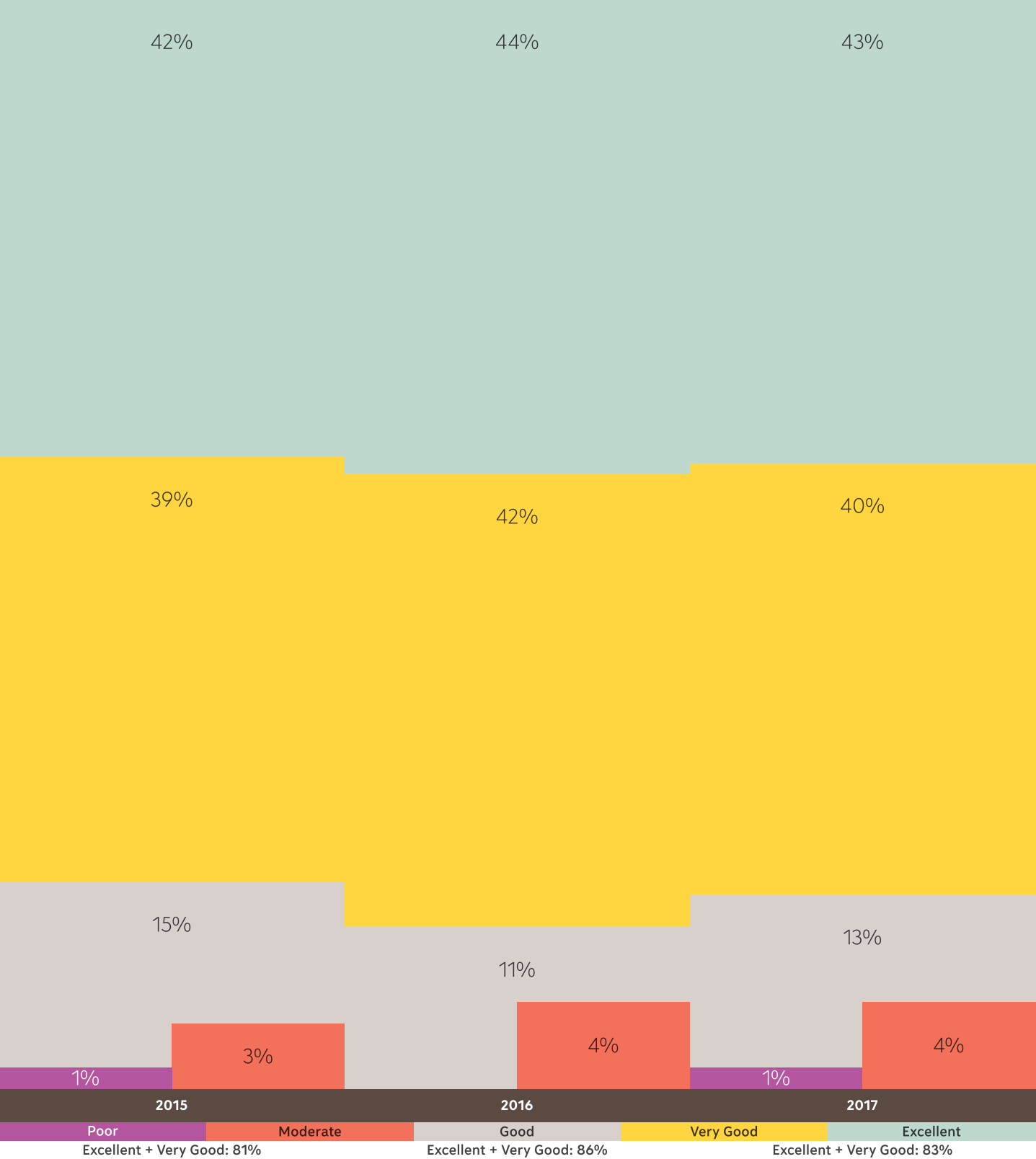
BASE: Those who used ATMs in the last six months ( $v_{2015}=9,775$  /  $v_{2016}=11,473$  /  $v_{2017}=11,946$ )



### ***Assessment of overall experience: Web banking***

QUESTION: How would you assess the overall services provided through Web banking?

BASE: Those who used the specific channels in the last six months ( $v_{2015}=3,019$  /  $v_{2016}=4,315$  /  $v_{2017}=5,593$ )



***Assessment of overall experience: Mobile banking app***

QUESTION: How would you assess the overall services provided through Mobile banking app?

BASE: Those who used the specific channels in the last six months ( $v_{2015}=558$  /  $v_{2016}=961$  /  $v_{2017}=1,623$ )

## PERSONAL DATA MANAGEMENT

The Bank complies with the Banking Code of conduct, which governs the relationship between banks and their customers, regarding the collection of customer data and the storage of information, the confidentiality and the banking and professional secrecy.

The Bank ensures that it complies with the applicable legislative and regulatory framework, the subject of which is to lay down the conditions for the processing of personal data to protect the rights and fundamental freedom of natural persons and in particular of their privacy. The data requested by the Bank is only what is specifically required for the drafting of each contract and for servicing the contractual relationship. The data is used exclusively for the purpose given, while being safely stored for the time imposed by the relevant legislation and the specific contract.

The Bank, as "controller of data" and with the aim of performing credit assessments of loan applications by customers (loan, credit card etc), has access to the database of Tiresias SA, an action for which customers have been previously made aware of and given express consent for –where required (Credit Consolidation System– CCS and credit rating). In addition, all the necessary measures are taken to ensure confidentiality and protection of data regarding customers and anyone making transactions as well as use of this data exclusively for the purpose it was provided.

Every customer has the right to know if the personal data they are disclosing is the object of processing (right of access) and to state their objection to this processing (right of objection). Customer rights are posted analytically in the Bank's General Terms and Conditions and on the Bank's website [www.piraeusbank.gr](http://www.piraeusbank.gr) > *Individuals* > *Useful Information* > *Terms and Conditions*.

The customer, as "data subject" has the right to submit a request for right of access and right of objection from the "controller of data", i.e. the Bank, and request information on the purpose of the processing of their personal data, its correction or erasure. All such requests are examined carefully prior to a written reply.

The Bank's preparation for legislation on the processing of personal data, which entered into force from the end of May 2018, as defined by EU Regulation 2016/679 "on the protection of natural persons with regard to the processing of personal data and on the free movement of such data" has been defined to enable the Bank to implement the relevant institutional framework directly.

The directive is a uniform legal framework whereby the processing of personal data of natural persons within the European Union by other persons or companies is regulated. With the implementation of the new Regulation, the rights of the "data subjects" are strengthened and at the same time the responsibilities of the "controller of data" are expanded thus significantly enhancing the personal data protection of the Bank's customers.

In the context of the Bank's preparation for the protection of personal data processing, the Personal Data Protection Office has been established, with the Data Protection Officer (DPO) –an experienced Bank executive with extensive experience in personal data management– having already taken office.

## CUSTOMER COMPLAINTS SERVICE

In 2017, the Customer Complaints Service (CCS) focused on effective management of complaints/grievances in adverse economic conditions. Each complaint is examined directly and objectively, always abiding by the framework defined by the principles of personal data confidentiality and protection. At the same time,

through the quantitative and qualitative analysis of complaints, possible areas of improvement in the products and services can be detected. A fundamental objective for the Bank –an objective inextricably linked to social responsibility– is to maintain and strengthen the relationships of trust with its Customers.

In the context of a consensual and extra-judicial resolution of disputes, the efforts to reach a mutually acceptable solution for payment of debts and the need to reassess the contractual terms (Product Characteristics/ General Terms and Conditions/ Interest Rates etc) were the two key categories of cases submitted in 2017.

The complaint resolution mechanism is composed of three levels. Initially, the customer is referred to the Branch/Service Unit to resolve the issue as soon as possible. If the customer's complaint is not resolved in the 1st level of management, they are referred to the CCS, which deals with the management, resolution of and written response to the complaint. In the case where the customer is not satisfied with the response of the CCS, they are informed that they may address in writing the Ombudsman for Banking or another Alternative Dispute Resolution entity (ADR entity), which intervenes – if the procedural rules they have set are met – in an effort to resolve the issue extra-judicially.

Management and communication related to the resolution of complaints is realized through the APPIAN application, with the participation of Branches, Regional Divisions and all Units, with the aim of more effective collaboration and resolution of issues within the time-frame stipulated by the institutional framework. The CCS is in constant contact with the Agencies of alternative dispute resolution (the Hellenic Ombudsman for Banking-Investment Services-H.O.B.I.S., the Hellenic Consumers' Ombudsman, the General Secretariat for Consumers etc) aiming for more effective handling of issues. In the framework of the Code of Conduct under L.4224/2013, the CCS receives the appeals submitted by loan-holders in cases where they have been characterized as "Non-co-operating", it coordinates relevant procedure and finally informs the customer by means of a written response with the final decision of the Bank, after the evaluation of each case by the appropriate Committee.

With the aim of providing fair, equal and accessible-to-all information, the Bank informs analytically private and institutional investors about issues that concern them through the official website of the Bank ([www.piraeusbank.gr](http://www.piraeusbank.gr)) and through the website of the Bank of Greece, as is the obligation under the Bank supervisory framework and under the Governor's Act 2501/2002 of the Bank of Greece on transparency of Banking Transactions. In addition, it updates the data provided (the Bank's Purchase Invoice, product characteristics, General Terms and Conditions, information regarding the applicable Legislative Act etc).

The development of new, automated mechanisms of communication with customers is a priority in the context of strengthening two-way communication. At the end of December 2016, the new electronic complaint submission form was designed and implemented, giving customers the possibility to communicate easily and directly any issues arising with a product/service or any issues of corporate responsibility. The results of the first year of implementation of the form indicate it was particularly successful, as 22% of cases received were submitted through this communication channel.

Moreover, a Complaint Form was created (available since the 3d quarter of 2017 at the Bank's Branch Network). This Form is an additional tool in complaint management and through the standardization of submission a more effective and direct means of communication with the customer is established, as well as the possibility for in-depth communication as part of the Bank's processes.

Aiming to enhance the effectiveness of customer complaint management, to optimize data processing and to reduce the operating risk, the project of redesigning the complaint management application is in progress thus achieving greater automation.

In conclusion, in 2017, the updating of the process related to customer complaint management was completed, while also integrating the changes that arose from the review of the institutional framework.

## STATISTICAL DATA

According to the last Business Report, a decrease was noted in the number of filed complaints in 2017 versus 2016, due to the fact that they derive mainly from Consumer and other Organizations (through standard forms), indicating that the rate of customers who turn to them is declining. The development of new channels of communication, the updating of the framework of complaint management from the first level in cooperation with the CCS as well as the efforts to resolve the conflicts that arise strengthened the direct communication between customers and the Bank without the involvement of third parties. The largest rate of complaints received, 87%, regarded new cases, while 12% related to issues already handled by CCS. It should be noted that of total filed cases, 3,675 (81%) were handled within the pre-defined time-frame.

<i>Origin of Filed Complaints*</i>					
	12m 2017	%	Δ%	12m 2016	Δ%
Directly by Customer	3,546	79%	-3%	3,658	65%
Consumer Organizations/Other Organizations	505	11%	-53%	1,084	19%
Consumer's Ombudsman	176	4%	3%	171	3%
Ombudsman for Banking Investment Services	127	3%	-46%	237	4%
Ministry of Finance, General Secretariat of Commerce and Consumer Protection	109	2%	-61%	281	5%
Customer Addressed Complaint to Multiple Recipients	38	1%	-77%	166	3%
Other	10	<1%	-66%	29	1%
<b>Total</b>	<b>4,511</b>	<b>100%</b>	<b>-20%</b>	<b>5,626</b>	<b>100%</b>

\* A complaint may derive from different sources; nevertheless, it is considered as one complaint.

<i>Status of Filed Complaints</i>					
	12m 2017	%	Δ%	12m 2016	Δ%
Filing of New Complaint	3,924	87%	-23%	5,065	90%
Reply from Previous Request	432	10%	-2%	440	8%
Reply through Organization	110	2%	13%	97	2%
Reconciliation Proposal	35	1%	46%	24	0%
Proposal for Debt Settlement under L.4224	10	0%	-	-	0%
<b>Total</b>	<b>4,511</b>	<b>100%</b>	<b>-20%</b>	<b>5,626</b>	<b>100%</b>

Days to Manage a Complaint					
	12m 2017	%	Δ%	12m 2016	Δ%
From 0 to 4	1,013	22%	-50%	2,007	36%
From 5 to 14	1,198	27%	-25%	1,606	29%
From 15 to 44	1,464	32%	-3%	1,517	27%
From 45 and over	491	11%	97%	249	4%
In progress*	345	8%	40%	247	4%
<b>Total</b>	<b>4,511</b>	<b>100%</b>	<b>-20%</b>	<b>5,626</b>	<b>100%</b>
* Data based on database created on 22/01/2018, from which Appeals have been excluded, in the framework of the Code of Conduct under L.4224/2013.					

## CORPORATE COMMUNICATION AND PROMOTION

The Group's Marketing & Communication Unit supports the promotion of the products and services of the Bank and of Group subsidiaries, through multiple, specially-designed promotional actions and advertisements. At the same time, the Unit ensures that corporate communication, both internally and outside the Group, is implemented in accordance with the Group's Vision and Values.

The aim of the Unit's actions is to support the Group's strategic choices as well as connecting all stakeholders in a common image. This is achieved by delivering reliable messages and by clear and truthful promotion of products and services. In this way, the Group's long-standing relationship with its people and with the general public is strengthened and consequently value is created for its shareholders, customers and employees.

### 2017 ADVERTISING CAMPAIGNS

The advertising campaigns that were developed and realized by the Unit were aimed towards supporting and promoting: a) e-services that facilitate the customer-user's daily life while also providing safe transactions, b) the "yellow" loyalty program, related to rewarding customers through their overall relationship with the Bank, c) savings products, where the Bank holds a leading position in the market, d) the Personal Banking service, e) Cards and f) Small and Medium Business Banking. More specifically:

1. "Mobile Application winbank" advertising campaign
2. e-branch advertising campaign
3. Advertising campaign for launching of yellow (2nd phase)
4. Easter yellow advertising campaign
5. Summer yellow advertising campaign
6. "Back to school - yellow" advertising campaign
7. Anniversary "1 year yellow" advertising campaign
8. Yellow "Do It Yourself Time Deposit" advertising campaign
9. "Apotamievo" advertising campaign
10. "Personal Banking" advertising campaign
11. Miles & More credit card advertising campaign
12. Advertising campaign of co-branded Piraeus Bank and AB Vassilopoulos cards
13. "POS" advertising campaign
14. "360°funding.gr" advertising campaign
15. "Loans to Small and Medium size Enterprises" advertising campaign

### SPECIAL ADVERTISING ACTIONS

During 2017 special advertising campaigns were realized for the launching of [www.properties4sale.gr](http://www.properties4sale.gr), the first website that gives the public the possibility to get information in acquiring the property they are interested in through an online auction and for the promotion of Gold Sovereigns, as the Bank is now the exclusive representative and distributor of the Royal Mint of Great Britain in Greece.

## Agricultural Programs

For another year, particular emphasis was placed on the promotion of the agricultural programs and products, as services to farmers and the agricultural sector as a whole constitutes a key concern for Piraeus Bank. As a result, the following were implemented:

1. "Farmers' Micro-finance" advertising campaign
2. "Integrated Banking Solutions for Farmers" advertising campaign
3. "Contract Farming" advertising campaign.

These advertising campaigns continued being promoted by means of the "Weather Forecast for Farmers" on a TV channel and the "Epi Gis" magazine. More specifically:

1. "Weather Forecast for Farmers", ANT1 TV channel. The development and broadcast of a daily weather forecast for farmers on ANT 1, of 4-minute duration, which aims to create daily contact of the Bank with farmers. It is the first time that an advertiser assumes the creation of a daily current affairs program on a large TV station for specialized viewers, who utilize it as a daily tool for their work. The program has opening and closing titles with 10" branding of the Bank and depicts a clock, communicating the Contract Farming program. All the programs are filed on a special branded mini-site on [www.antenna.gr](http://www.antenna.gr).
2. Periodical publication of "Epi Gis" magazine. The magazine is a periodical publication created in entrepreneurship and is available free of charge at the branch network. It aims to become a tool that will aid information provision to farmers and to their investment activities while also building a relationship of trust and synergy with the sector.

## Bancassurance

Moreover, Piraeus Bank was the first to promote bancassurance in 2017, by highlighting its long-lasting collaboration with the leading insurance companies ERGO for General Insurance and NN Hellas for Health/Life Insurance, as well as the insurance products it offers in the crucial sectors of health and property protection. In this context, the advertising campaign for bancassurance products "Where is everyone going?"

### *Synergy to Support the NGO "Apostoli"*

In the framework of the Corporate Responsibility, that is part of the philosophy of Piraeus Bank Group, the Bank supported the work of the NGO "Apostoli" of the Holy Archdiocese of Athens for the Child Care Center. For this purpose, the Bank, jointly with its insurance partner NN Hellas, deposited €2.5 in the bank account of "Apostoli" for every SmartPlan junior insurance plan of NN Hellas, which is offered by the Bank's Network. In 2017, financial support through the SmartPlan Junior insurance program amounted €10,813 with an equal contribution by NN Hellas.

## Sport Credit Cards

The communication and promotional actions of the Bank's products during 2017 included the advertising campaigns and promotional actions related to the sports credit cards that are part of the Bank's portfolio:

1. Olympiacos BC World Mastercard credit card advertising campaign
2. Olympiacos FC Mastercard credit card advertising campaign
3. AEK FC World Mastercard credit card advertising campaign
4. Champions Mastercard credit card advertising campaign
5. Promotional actions of the above credit cards and the offer of season tickets of the specific sports teams

## BRANCH MARKETING MANAGEMENT (BMM)

The continuous restructuring of the Branch Network implies a need for dynamic management of the means of projecting and promoting the Bank's products and services. The "Branch Marketing Management-BMM"



application was developed as a channel for two-way communication and feedback on issues of promotion. In 2017, aiming towards continuous upgrading of the customer experience and the promotion of the branch as an important means of communication, statistical data was included in the application targeted at recognizing the particular characteristics and needs of customers, thus upgrading it to a customer-centered sales tool.

At the same time, by means of the application, the Bank's operating cost and environmental footprint were reduced through the utilization of the channels and the time that customers choose to do their banking activities within the Branch Network. This resulted in the following:

1. Reduction of the Bank's environmental footprint. Indicatively: the felling of 1,600 trees was prevented, the emission of 80 tonnes of CO<sub>2</sub> was prevented, 67 tonnes of paper were not consumed and 3,500,000 liters of water were not wasted.
2. Minimization of employee time required for monitoring promotional issues.
3. More effective promotion of products, according to the particular characteristics of the customers.

## ACTIONS ON A LOCAL LEVEL AND SPECIAL CUSTOMER SEGMENTS

By utilizing the "wellbeing indices" data from regions and prefectures in Greece as well as statistical data of customers through BMM, the dynamic development of specific customer segments was supported aimed at attracting new customers and developing existing partnerships. In this context, actions were realized to attract 7 regional hospitals with the slogan "It is good to offer", directed at 7,000 existing and possible customers (doctors, nurses, administrative employees).

For a third consecutive year, particular emphasis was placed on tertiary education students as a customer segment of special commercial interest. In order to promote and communicate the products and services which cover these students' needs, the promotional action "Check In Class", which commenced in 2105 at 13 Universities and Technological Educational Institutes and continued in 2017 at 64 public and private tertiary institutions in Greece. The action was directed at 350,000 students, thus supporting the Bank's targets for retail banking products and the specialized branch network needs as it strengthened the corporate brand in 81 cities with strong student presence, a fact which is noted in the 2017 Customer Satisfaction Survey results which indicate that the TRI\*M Index of satisfaction of students reached 92%. In this action, 87,252 students participated, with 278 branches receiving 22,143 visits.

A particularly significant element is the fact that "Check In Class", with the use of new technologies, was presented at faculties and departments that are involved in Marketing and Communication, as well as at seminars on youth marketing. It is also important that during the promotion of "Check in Class" students of the respective institutions also participated in. In 2017, "Check In Class" was enriched with the new, innovative "Check In Class Notes" functionality, through which student-users can exchange class notes with their peers while also winning yellows.

## PARTICIPATION IN EXHIBITIONS, CONFERENCES, EVENTS

In 2017 as well, the Unit coordinated the design and arrangement of the Group's presence in Annual General Meeting, in press releases, meetings with specific themes, conferences, exhibitions, cultural and communication events as well as in special informational and promotional actions, in accordance with the Group's corporate identity and communication strategy. Indicatively:

1. The 29<sup>th</sup> Annual Conference "The Greek Economy"
2. 2<sup>nd</sup> Conference on Tourism
3. 6<sup>th</sup> Agrotechnology Conference
4. Capital Link
5. 11<sup>th</sup> AgroThessaly
6. 10<sup>th</sup> International Fair for Livestock and Poultry "Zootechnia 2017"
7. FoodExpo 2017
8. Gaia Epicheirein

Additionally, in 2017 the Unit supported the Piraeus Bank Management in the organizing of events in Athens and other cities in Greece. These events aimed to communicate the Group's strategic planning and the new governance model as well as exchanging opinions both with Branch Network executives and the general public. They were held:

1. Athens, the Acropolis Museum, "Greek Entrepreneurship and Growth Prospects", with keynote speaker Mr Yannis Stournaras, Governor of the Bank of Greece, March 2017;
2. Thessaloniki, Makedonia Palace Hotel, June 2017,
3. Crete, Herakleion Galaxy, and Chania, Avra Imperial Hotel, July 2017;
4. Larissa, Larissa Imperial Hotel, October 2017; and
5. Ioannina, Hotel Du Lac, November 2017.

In May, an event titled "Investment prospects in international markets", co-organized by Piraeus Bank's Private Banking and JP Morgan Asset Management, with the participation of over 150 customers and executives.

For the celebration of the first anniversary of the exclusive partnership between Piraeus Bank and the "The Royal Mint" of the UK for the distribution of the Gold Sovereigns in Greece, a special event was organized by the Group's Marketing & Communication Unit on 30 November 2017 at the Makedonia Palace Hotel in Thessaloniki, with the participation of about 250 people from the business world, representatives from official agencies and private customers.

## PIRAEUS GROUP SUBSIDIARIES

Piraeus Bank Group subsidiaries provide a multitude of specialized high-quality products and services which serve the needs of existing customers and aim at the creation of new customers. In this context, in October 2017, was organized: a conference on the Management of Social Security Reserve Funds titled "International Practices and new Trends in Greece", an initiative of Piraeus Asset Management M.F.M.C.

Additionally, a series of actions targeted at upgrading the role of the "Henry Dunant" Hospital Center in the field of health. The actions were supported with printed and electronic information material within the hospital grounds and in social media respectively. At the same time, its website was upgraded, both in its "look & feel" and in content, making it particularly user-friendly. Moreover, the video module "What does the doctor say?" was inaugurated on Facebook, where doctors of various specialties reply to common questions, and distribution of a newsletter about the news of "Henry Dunant" Hospital Center as well as of the most significant developments in the medical field commenced. Finally, many important scientific meetings and corporate responsibility actions were held, thus contributing to the overall corporate brand of "Henry Dunant" Hospital Center as one of the most modern medical centers not only in Greece but in the broader SE Europe region.

## Support of Entrepreneurship

The Center of Sustainable Entrepreneurship "Excelixi", a member of the Piraeus Bank Group, offers specialized and certified training programs to the Greek periphery which enhance business skills and offer participants updated knowledge, information, guidance and networking. Its basic pillar of action is supporting sustainable entrepreneurship and emerging sectors of the economy. The subjects are specially adapted and designed for the needs and activities of the individual areas where they are offered and cover different topics and sectors accordingly – they include agriculture, tourism and e-entrepreneurship. Participants are encouraged to develop a different outlook on their businesses, focusing on issues of strategy and business planning as necessary tools for sustainable business, on creating branded agricultural products and on Digital Marketing and e-Commerce.

In 2017, the Center of Sustainable Entrepreneurship "Excelixi", in collaboration with the eSkills Center and the

support of Beiersdorf Hellas, realized the first academy in Greece on the topic of the digital transformation of retail and wholesale businesses, which is now a defining factor in the survival and development of companies. The aim of the Academy is to prepare high-level executives in effectively leading their business to the digital transformation.

In addition to providing financing and specialized training, Piraeus Bank also offers multi-level support to farmers through the 30 Agricultural Entrepreneurship Centers which operate in areas with significant agricultural activity. The Bank's modern approach to providing comprehensive support to farmers and the agricultural economy is implemented through the Agricultural Entrepreneurship Centers, which can offer complete and spherical information regarding the specialized banking products that cover the financial needs of producers.

## 2017 AWARDS AND DISTINCTIONS

Piraeus Bank Group received numerous awards and distinctions for its marketing, communication and PR actions:

Organization	Award
Ermis Awards 2017	Ermis Award Creative Bravery
Ermis Awards 2017	Ermis Award Integrated Campaign for "winbank Mobile App-Owls" Report
Ermis Awards 2017	Grand Ermis Award in the category Design/Corporate identity for the 2016 Business Report and the Sustainable Development Report
Ermis Awards 2017	Grand Ermis Award in the category Ad/Campaigns for "winbank Mobile App-Owls"
Ermis Awards 2017	Ermis Silver Award in the category Production/Production of promotional films for "yellows"
Ermis Awards 2017	Ermis Silver Award in the category Media/Television for "yellows"
Ermis Awards 2017	Ermis Silver Award in the category Media/digital media for "properties4sale.gr"
Ermis Awards 2017	Ermis Silver Award in the category Digital/Web campaigns for "winbank Mobile App-Owls"
Ermis Awards 2017	Ermis Silver Award in the category Digital/Integrated Multi-Platform Campaign for "winbank Mobile App-Owls"
Ermis Awards 2017	Ermis Bronze Award in the category Digital/Online Ad
Ermis Awards 2017	Ermis Bronze Award in the category Ad/Promotional Films for "winbank Mobile App-Owls"
Ermis Awards 2017	Ermis Gold Award in the category Ad/Campaign in the category Design/Corporate identity for the 2016 Business Report and the Sustainable Development Report
Ermis Awards 2017	Ermis Gold Award in the category Ad/Advertising for "Savings"
Ermis Awards 2017	Ermis Gold Award in the category Ad/Promotional Films for "winbank Mobile App-Owls"
Marketing Excellence Awards 2017	Award in the category Customer/Consumer Insights for the Bancassurance advertising campaign "Where is everyone going?"
Marketing Excellence Awards 2017	Award in the category Communicating Effectively - Low Budget Marketing Communications for the "Check In Class"
Business IT Excellence Awards 2017	Silver Award in the category Special Applications for Companies in the Fields/Banks for the application "Check In Class"
Business IT Excellence Awards 2017	Silver Award in the category "Operating & Business Applications for Automation & Support of Sales/Marketing for the BMM application"
Sports Marketing Awards 2017	Gold Award in the category Product/Experience for the Olympiacos B.C. World Mastercard credit card and the related loyalty program

Organization	Award
Sports Marketing Awards 2017	Silver Award in the category CSR Programme for the realization of the "Summer Camp withb the National Football Team"
Sports Marketing Awards 2017	Silver Award in the category Engagement/Experiential with the program "First Time at a football match" for Olympiacos F.C.
Sports Marketing Awards 2017	Silver Award in the category Design/Branding for the design and construction of the "Branded Bus Stop" with the aim of promoting the Olympiacos F.C. Master-card credit card
Sports Marketing Awards 2017	Bronze Award in the category Print for the advertising campaign of Player Es-corts Panathinaikos FC
Sports Marketing Awards 2017	Bronze Award in the category Print for the advertising campaign of Player Es-corts Olympiacos FC

## Material Topic

# New technologies

### Mapping with United Nations Goals

Sustainable Development Goals (SDG)



Assurance by independent body (Piraeus Bank Index: Use of digital service channels)



## 2017 winbank web banking data

Average number of new registered users rose by

57%

versus 2016

Number of winbank web banking users rose by

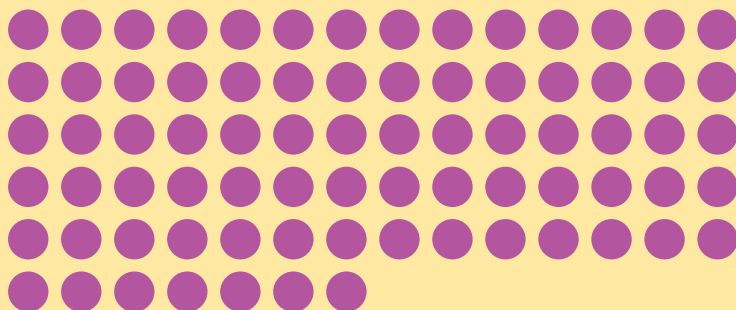
28%

versus 2016

Number of customers using winbank mobile service rose by

53%

versus 2016



In 2017, the rate of migration of transactions to digital service channels reached

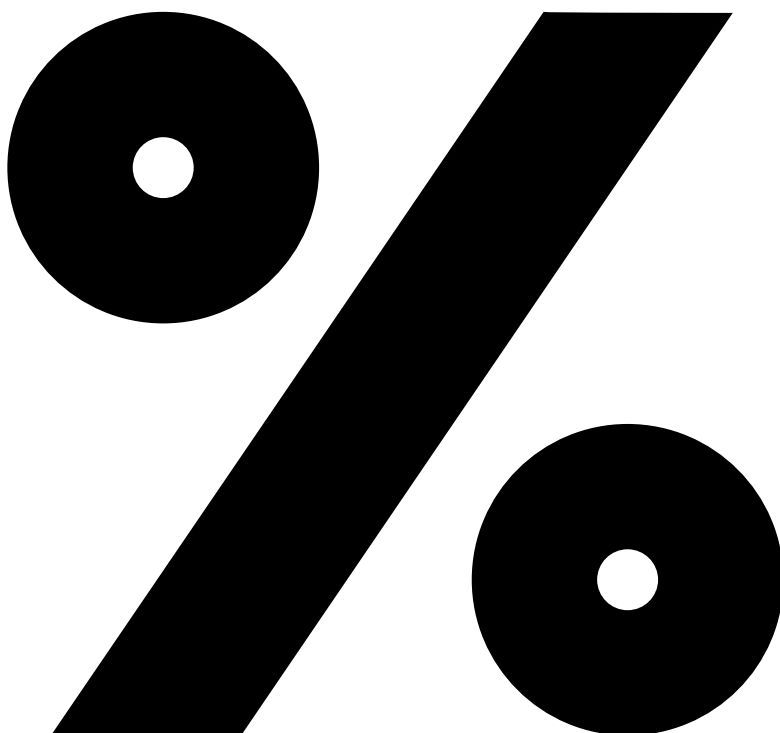
77%

## Goals



The 2018 goal is the increase in the rate of migration of transactions to digital service channels to **86%**

In 2017, Piraeus Bank conducted an Employee Engagement Survey with the participation reaching 81%.



# *Adoption of Best Workplace Practices*

Piraeus Bank Group acknowledging the basic role held by human resources in the achievement of its corporate strategic goals and the management of challenges, invests in the creation of strong relations with its employees, the open communication, the constant improvement of the working environment and the minimization of risks.

Piraeus Bank is one of the largest employers in Greece offering full-time jobs. It invests in the continuous training and development of its people using innovative methods. It ensures a non-discriminatory process for covering its business needs through internal reallocations based on objective criteria and methodology, with a focus on equal opportunities and respect of its people.

The Group places great emphasis on recognizing and rewarding its people at an individual and group level in order to ensure their constant growth and alignment of their performance with the Group's goals and its competitive advantage.

At the same time, the Group makes sure to establish and implement policies that promote issues of ethics, trust, devotion, team spirit and acceptance of diversity in the workplace, while it reinforces the commitment of its employees so that they operate according to its Values, Vision and Workplace framework.

In 2017, the Human Resources & Organisational Learning continued to invest in the cultivating of a performance culture, the shaping of a new Values model, the development of human resources, new technologies and means of two-way and open communication with employees, as well as in the balanced and transparent utilisation and allocation of its people within the Group.

## **2017 ACTIONS**

1. Design and implementation of an Employee Engagement Survey in the Bank and the Greek Subsidiaries, as well as communication of the results to each Unit and Subsidiary for the formulation of ameliorative action plan.



2. Continuous strengthening of the Restructuring Business Units (RBUs) with additional human resources and their reinforcement in stress-management techniques.
3. Completion of Staffing of the Branch Network according to the new Structure (Hubs and Spokes).
4. Design and implementation of training programs and actions for alignment of Branch Network executives with the new business model, the strategic directions and the operating guidelines aiming for their multi-faceted and complete strengthening in their new roles.
5. Examination of crucial roles in order to develop a Job Family Model.
6. Review and redefining of Performance Management procedure.
7. Completion of the introduction of the Lead 360° evaluation system in the Greek Subsidiaries, as well as design of a tool for the statistical analysis of results.
8. Completion of the systematic analysis, parameter-setting and application of the individual development plan with the aim of incorporating it into the HR systems.
9. Expansion of the self-service flow and of MIS Reporting of the Human Resources Management System (HRMS), with the aim of enhancing employee experience and contribution to decision-making.
10. Design and integration of technology at the operations of Human Resources (Digital HR) based on strategic targeting.
11. Dissemination of knowledge and exchange of experiences and best practices through the use of alternative forms of training.
12. Enrichment and development of training actions for the development of leadership and managerial skills of employees.
13. Ensuring an average of 47 hours of training per employee at Bank level.
14. Design and implementation of training actions focused on management of environmental and social risk in loan provision.
15. Assignment of the e-learning "Human Rights, Equal Opportunities and Diversity in the Workplace" to 5 Greek and 4 subsidiaries abroad.
16. Implementation of voluntary actions with more than 10,000 participations of the Group's employees and with an impact on 37,268 people and 37 agencies.
17. Adoption of a uniform Group Life Insurance, Permanent Disability and Medical Coverage Program for the total of Bank employees in Greece.
18. Completion of the integration of the Group's Child Savings Plan.
19. Implementation of Evacuation Exercises at Network branches and Administration buildings.
20. Assignment of Head of Premises Firefighting Operations role for a two-year term.

## 2018 TARGETS

1. Communication of the new vision and values of the Group, implementation of an action plan for the corporate culture transformation and integration of the Values in all Human Resources actions.
2. Utilization of existing human resources through internal reallocations in order to cover the Group's business needs.
3. Further enhancement of the Restructuring Business Units (RBUs) with specialized employees.
4. Design of the structure of the Job Family Model for Piraeus Bank.
5. Communication and implementation of the Performance Management procedure in the Bank and its integration into the HR System.
6. Design of training actions for the introduction of the new performance management system and the total of human resources aiming at assimilating the new data and recognizing the value it contributes.
7. Redesign of the management development model with the aim of establishing a new culture and the achievement of a common way of thinking and acting in relation to empowering human resources, based on trust and integrity.
8. Review of the succession planning & potentiality grid.
9. Close cooperation with the business units to identify and cover their training needs with the aim of achieving the strategic goals and "Agenda 2020".
10. Design of Corporate Social Responsibility environmental and social risk management programs.
11. Emphasis on actions promoting the holistic health-wellbeing of employees.
12. Promotion of new volunteer actions with employees' active contribution.
13. Design and integration of technology in the HR operations (Digital HR) based on strategic targeting –in continuation of the project initiated in 2017– and constant upgrading of its digital services.
14. Introduction of innovative and flexible tools and improvement of existing learning applications with emphasis on digital technology.
15. Design and implementation of pulse checks aiming at examining employee opinions in selected areas identified by the Engagement Survey and the Units' action plans.
16. Implementation of action plans for the reduction of operational risk of the Group HR unit and processes redesign to strengthen internal control.

## CONTRIBUTION TO EMPLOYABILITY

### PIRAEUS BANK GROUP HUMAN RESOURCES FIGURES

At the end of 2017, Piraeus Bank Group employed 15,121 versus 18,093 people in 2016. The average age of the Group's employees is 42 years, with 89% of the employees being under the age of 50, unchanged from the previous year. The percentage of employees who are holders of university degrees or/and postgraduate titles reaches 74% in Greece and 85% in subsidiaries abroad. 50% of Bank employees is occupied in the Bank Branches and the other 50% in the Administration Units. At Group level, the same rates are 48% and 52% respectively.

2017 Number of Employees (measured in FTEs*)	Total 2016	Total 2017
Piraeus Bank SA	13,192	12,767
Piraeus Group Greece (Bank and Subsidiaries)	14,492	13,253
Subsidiaries Abroad	3,583	1,862
<b>Piraeus Group Total for Continuing Operations</b>	<b>18,075</b>	<b>15,115</b>
* FTE: Full Time Equivalent		

2017 Number of Employees (measured in HeadCount)	Men	Women	Total
Piraeus Bank SA	5,394	7,374	12,768
Piraeus Group Greece (Bank and Subsidiaries)	5,624	7,632	13,256
Subsidiaries Abroad	547	1,318	1,865
<b>Piraeus Group Total for Continuing Operations</b>	<b>6,171</b>	<b>8,950</b>	<b>15,121</b>
2016 Number of Employees (measured in HeadCount)	Men	Women	Total
Piraeus Bank Greece	5,609	7,584	13,193
Piraeus Group Greece (Bank and Subsidiaries)	6,230	8,271	14,501
Subsidiaries Abroad	1,018	2,574	3,592
<b>Piraeus Group Total for Continuing Operations</b>	<b>7,248</b>	<b>10,845</b>	<b>18,093</b>
Headcount: The collection of all HR data has been made through the HR System and with the completion of questionnaires for selected topics, with common admissions for all companies of the Group.			

2017 - Age Distribution (%)		
	Bank	Group
<30	0.4%	3%
30-50	88%	86%
>50	12%	11%

2016 - Age Distribution (%)		
	Bank	Group
<30	1%	5%
30-50	88%	84%
>50	11%	11%

2017 Employee Distribution per Workplace		
	Bank	Group
Branch Network	50%	48%
Administration Units	50%	52%

For the organisational structure of the Group and analytical presentation of specific operations, see [www.piraeusbankgroup.com](http://www.piraeusbankgroup.com)>Investor Relations>Corporate Governance>Chart of Organisational Structure

## DISTRIBUTION BASED ON EMPLOYMENT TYPE AND CONTRACT

100% of Piraeus Bank's employees receive as a minimum, compensation and benefits as these were specified in the collective bargaining agreements, while at Group level the percentage is 92%.

Most of the Bank's operations are implemented by the Bank's employees, while Services-Rendered Invoice Employees or Seasonal Employees contribute to individual projects of the Group, constituting only a slight percentage of total workforce. More specifically, in 2017 Services-Rendered Invoice Employees numbered 200, of which 102 men and 98 women, while one (1) Seasonal Employee was hired.

2017 Distribution Based on Employment Type and Contract			
Bank	Men	Women	Total
Ful-time Employment	5,393	7,373	12,766
Part-time Employment	1	1	2
Group	Men	Women	Total
Ful-time Employment	6,164	8,941	15,105
Part-time Employment	7	9	16

<i>2016 Distribution Based on Employment Type and Contract</i>			
Bank	Men	Women	Total
Ful-time Employment	5,608	7,583	13,191
Part-time Employment	1	1	2
Group	Men	Women	Total
Ful-time Employment	7,231	10,819	18,050
Part-time Employment	17	26	43

Geographical Distribution of Indefinite-Time Contract Employees <i>Group Greece</i>						
Geographical Area	2017			2016		
	Men	Women	Total	Men	Women	Total
Attica	3,257	4,390	<b>7,647</b>	3,665	4,844	<b>8,509</b>
Thessaloniki	623	736	<b>1,359</b>	703	767	<b>1,470</b>
Rest of Greece	1,743	2,504	<b>4,247</b>	1,847	2,653	<b>4,500</b>
<i>Subsidiaries Abroad</i>						
Geographical Area	2017			2016		
	Men	Women	Total	Men	Women	Total
Capital	435	869	<b>1,304</b>	752	1,621	<b>2,373</b>
Other Areas	98	420	<b>518</b>	228	827	<b>1,055</b>

Geographical Distribution of Fixed-Term Contract Employees <i>Group Greece</i>						
Geographical Area	2017			2016		
	Men	Women	Total	Men	Women	Total
Attica	1	2	<b>3</b>	8	2	<b>10</b>
Thessaloniki	-	-	-	2	0	<b>2</b>
Rest of Greece	-	-	-	5	5	<b>10</b>
<i>Subsidiaries Abroad</i>						
Geographical Area	2017			2016		
	Men	Women	Total	Men	Women	Total
Capital	8	16	<b>24</b>	24	74	<b>98</b>
Other Areas	6	13	<b>19</b>	14	52	<b>66</b>

## SOCIAL POLICY<sup>3</sup>

Piraeus Bank Group provides its employees compensation and benefits that ensure a steady standard of living and motivate them to be productive. On 31st December 2017, the total payroll expenses reached €562,51 mn, allocated as follows:

Staff Compensation (€ mn)	
Employee Compensations	405.93
Social Insurance Contributions	104.32
Other Expenses*	24.84
Voluntary Exit Scheme Expenses	16.67
Retirement Benefits Expenses Total	10.74

*\* Other expenses include: medical care, employee insurance with death and/or permanent disability coverage (Insurance Scheme), preventive check-up for executives, nursery schools and employer contributions other than social security funds.*

More specifically, with the aim of supporting further the social aspects of its business practices, in 2017 the Bank proceeded with the following actions related to the benefits to its human resources:

1. In March 2017, adopted of a uniform Group Life Insurance, Permanent Disability and Medical Coverage Program for total Bank employees in Greece whereby it ensured:
  - the possibility of including children under foster care, with payment of the premium by the Bank for the term of the foster care;
  - the possibility of including children of single-parent families, who are receiving pension from the insurance agency of the deceased parent, without premium charges;
2. In December 2017, the homogenization of the Group's Child Saving Plan, was completed, giving the possibility for inclusion of all children of the Bank in Greece who meet the insurance requirements. With the integration of the program, 2,062 new members (employee children) were included in it.

At the same time, recognizing the contribution of its people and aiming to support them in coping with the everyday and constantly changing challenges, the Bank abided by its commitment to provide substantial support by offering loan products adapted to their needs and with preferential terms.

More specifically, in 2017, a total of 5,313 applications for loan approval were examined, as well as the implementation of restructuring of the mortgages under the 1984 Collective Agreement on Working and Transactions (Greek Federation of Bank Employee Unions – OTOE), thus contributing both to the employees' standard of living and the Bank's NPL ratio.

Finally, the number of loans granted under the terms and conditions of the approval were examined as well as the implementation of restructuring of the mortgages under the 1984 Collective Agreement on Working and Transactions (mortgages and salary-advance loans) was 11,794, amounting €17.3 mn in 2017, with loan balances at €199.9 mn on 31.12.2017.

For added benefits to employees, see [www.piraeusbankgroup.com](http://www.piraeusbankgroup.com)>Human Resources>Remuneration & Benefits

<sup>3</sup> The data concerning actions for Human Resources from this part of the Report until the end of this unit includes employees on secondment in the Bank and the Group's activities held for sale at each subset respectively.

## REWARDING HUMAN RESOURCES

Piraeus Bank Group encourages efficiency and effectiveness while also recognizing and rewarding every employee's additional efforts. The established evaluation process is based on objective criteria. Special rewarding systems are applied, either long-term or short-term, which are structured in such a way as to strengthen both individual and team efforts. Apart from efficiency, the following are also rewarded:

1. innovative actions;
2. morality and integrity;
3. social responsibility; and
4. excellent professional presence.

## EMPLOYEE VOLUNTARY TURNOVER

In 2017, the voluntary turnover rate was 3% for the Group, while at Bank level the respective percentage was smaller than 1% (with the participation of men by 71% and women by 29%).

<i>Total Turnover Rate per Gender</i>					
	Men	%	Women	%	Total
Piraeus Bank Greece	204	3.7%	211	2.8%	<b>415</b>
Piraeus Group Greece (Bank and Subsidiaries)	253	4.4%	251	3.2%	<b>504</b>
Subsidiaries Abroad	123	22.5%	308	23.4%	<b>431</b>
Piraeus Group Total for Continuing Operations	376	6.0%	559	6.0%	<b>935</b>

<i>Age Distribution of Turnover Rate per Gender Piraeus Group Greece (Bank and Subsidiaries)</i>					
	Men	%	Women	%	Total
<30	12	44.4%	7	20.0%	<b>19</b>
30-50	152	3.2%	185	2.5%	<b>337</b>
>50	89	8.8%	59	10.2%	<b>148</b>

<i>Subsidiaries Abroad</i>					
	Men	%	Women	%	Total
<30	41	31.3%	64	24.8%	<b>105</b>
30-50	72	21.6%	200	21.4%	<b>272</b>
>50	10	12.2%	44	34.9%	<b>54</b>

Geographical Distribution of Turnover Rate per Gender <i>Piraeus Group Greece (Bank and Subsidiaries)</i>					
	Men	%*	Women	%*	Total
Attica	159	4.7%	145	3.1%	<b>304</b>
Thessaloniki	26	4.1%	12	1.6%	<b>38</b>
Rest of Greece	68	3.9%	94	3.7%	<b>162</b>
<i>Subsidiaries Abroad</i>					
	Men	%*	Women	%*	Total
Capital	91	20.5%	178	20.1%	<b>269</b>
Other Areas	32	30.8%	130	30.0%	<b>162</b>
* Where % applies the reason for the number of men/women in the category/Total population of men/women in the category.					

## HEALTHY, SAFE AND MODERN WORKPLACE ENVIRONMENT

### COLLECTIVE REPRESENTATION

There are six employee unions active in the context of Piraeus Bank, which represent approximately 85% of human resources. The Management fully respecting the legislative framework governing its relationship with Unions, seeks to strengthen the dialogue with the collective bodies of employees, through which the continuous upgrade of the work environment is achieved. In the framework of regular and constant consultation with the employee unions' representatives, representatives of the Bank's Management had multiple meetings with them in 2017, maintaining an average of more than once a month in order to resolve institutional and financial demands, the most important of which were recorded in the Collective Bargaining Agreement that was signed in May 2017 between the union representatives and Management for the period of May 2017-May 2018.

See [www.piraeusbankgroup.com](http://www.piraeusbankgroup.com)>Human Resources>Collective Representation

### CONTROL ENVIRONMENT

Piraeus Bank Group, considers the strengthening of the control environment of strategic importance and to this end reviews regularly the possible risks from its operation as well as monitoring the Risk Indicators related to the abidance to the legal, regulatory and employment framework.

Through the design and implementation of special action plans, the Bank aims towards the reduction or elimination of risks and the defining of actions to monitor the flow of processes related to HR.

### WORKPLACE ACCIDENTS

Piraeus Bank submits annually to the Hellenic Statistical Authority data related to workplace accidents which result in the absence of the employee for more than three days, according to the European Statistics on Accidents at Work (ESAW) methodology.

For 2017, the Bank recorded only one case of workplace accident which was reported to the Authorities, in abidance to the relevant law. Following that, a technical team of Labour Inspection Officers from the Department of Labour Inspection inspected the Branch as to the abidance of the health and safety measures in the workplace, during which it was found to be fully-compliant with the law.

Throughout the year, 30 days of absence were recorded in the Bank in relation to the aforementioned workplace accident.

## SAFETY IN THE WORKPLACE

The Bank is fully compliant with issues regarding health and safety in the workplace. As a result, in 2017 the Greek Labour Inspectorate Body (S.E.P.E) of the Ministry of Labour, Social Insurance and Social Solidarity imposed no fines at any of the regular or extraordinary inspections at the Bank facilities.

In providing a safe workplace environment, the Bank takes all the necessary preventive measures, supervised by the Safety Engineers of the cooperating Occupational Health and Safety Consultants, which have been assigned with the task of identifying weaknesses or required adjustments to the infrastructures of all its buildings, as set by the legal requirements. In 2017, 10,544 hours of visits by Occupational Doctor and Safety Consultants were recorded at 766 facilities.

In addition, Branch Network employees were informed about the applicable Safety Regulations for the buildings, an action which is also being realized at Administration Buildings in 2018. At the same time, 1,415 Evacuation Exercises were held at the Branch Network all over Greece and over 78 Evacuation Exercises at Administration buildings.

In conclusion, the Fire Safety-Fire Protection group's data was updated for the entire Branch Network, while executives were appointed as Installation Managers at Administration buildings for a two-year term at all 64 active Administration buildings, thus implementing the relevant legal framework.

## HEALTH IN THE WORKPLACE

In the context of providing and promoting a healthy workplace environment, Piraeus Bank Group is fully compliant with the existing legal framework related to the smoking-ban –on tobacco products, new smoking products, electronic cigarettes and refill containers, as well as natural smoking products– at all interior areas of its buildings.

At 7 Administration buildings with high numbers of employees (Athens-Thessaloniki), services of permanent medical office with nurse and/or doctor present is provided for preventive and basic health care. These services are also provided to the employees of 11 additional Administration buildings in close proximity, thus covering approx. 4,500 employees. Additionally, the Occupational Doctor's service of the Occupational Health and Safety Consultants is offered to all Bank buildings, thus ensuring for employees a holistic approach to health issues.

More specifically, in 2017 the Occupational Doctors dealt with thirty-five special cases of employee health issues, diagnosing and referring them to a specialist doctor. Additionally, they made recommendation for the provision of 47 orthopedic chairs, based on medical reports provided by the employees directly.

Finally, all teller chairs (approx. 2,000) were replaced with the latest ergonomic type office chairs.

## PIRAEUS BANK GROUP SUMMER CAMP "FYLLARAKIA"

With the aim of supporting employees and their families, the summer camp "Fyllarakia" operated again during the summer of 2017 as a provision to all the children of employees of the Bank and subsidiaries in Greece.

In order to further improve the services provided, the Bank's Technical Projects and Administration Support Unit implemented infrastructure repair work and replaced fixed assets and other materials, in collaboration



with the HRMS team of the Bank. In parallel, in cooperation with the HRMS team, the systemic procedure of applications from parents was upgraded for the children's hosting in the camp.

Despite the challenges of the volatile economic climate, the summer camp operated smoothly for two periods of 15 days each, during which 74 people were employed (based on the relevant approval) and 484 children were hosted for free, aged 7-14 years old.

Finally in 2017 as well, the Summer Camp program was designed based on the environmentally friendly and socially responsible philosophy of Piraeus Bank Group, providing to the children multiple opportunities to play, learn and familiarise themselves with the Values of the Group.

## PROMOTION OF HOLISTIC HEALTH-WELLBEING

With steady orientation towards ensuring a holistic-health approach in the workplace environment and consequently increasing employees' commitment and high-performance culture, in 2017 benefits were utilized and actions organized which focused on sensitizing and strengthening employees and their families in the multiple dimensions of well-being.

In this context, 54 actions were held in the Group raising awareness regarding issues of the environment, technology, career path management, as well as original activities of cultural and sports interest, with the participation of 800 employees and 1,517 members of their families (2,317 beneficiaries in total). Specifically:

Subject Area	Actions	Beneficiaries
Creative Activities	3	183
Career Orientation	3	204
Fair Play in Sports	3	64
Environmental Awareness	20	1,192
Cultural Awareness	2	38
Technology	19	398
well-being	4	238

In the same context of health-wellbeing, the Bank provides the opportunity for the utilization of three gyms, consultation and advice with a nutritionist while also promoting and utilizing well-being services at preferential rates.

## EMPOWERMENT AND EDUCATION ON ISSUES OF HOLISTIC HEALTH – WELL-BEING

With emphasis on providing quality education on issues of well-being and supporting the Bank Units, where the greatest need has been identified, 120 executives from the Bank's Restructuring Unit received support with 720 hours of training on a specially-designed program of stress-management techniques.

In the same framework, approximately 100 employees in Athens, Thessaloniki, Patra and Crete made use of the voluntary stress-management training programs.

At the same time, intensive training continued on issues related to the detection and management of early indications of dangerous behavior and on management of illnesses in order to reduce the psychosocial risk and its effects on the working place. To date, 1,501 Administration Unit executives, in charge of employee groups, have attended e-learning lessons covering, to an acceptable risk level, 81% of the total Management group of the Bank.

## EMPLOYEE ASSISTANCE PROGRAMMES-EAPs

For the 9<sup>th</sup> consecutive year, with an unwavering commitment to promoting and ensuring a healthy workplace environment and to providing systematic support to employees, all employees were given the opportunity to utilise counselling support services through the internationally certified EAP in cooperation with a certified external EAP services provider, with:

- |   |  |
|---|--|
| 1. 100% coverage of employees and family members – 24/7 Help Line and counseling. | 4. Information provision to 923 employees regarding EAP services in Athens and Thessaloniki. |
| 2. 100% coverage of expatriates and members of their family.                      | 5. 100% rate of satisfaction with the 24/7 Help Line.  |
| 3. Management of 13 Critical Events, covering 92 employees.                       | 6. 100% would recommend the services to colleagues.  |

See [www.piraeusbankgroup.com](http://www.piraeusbankgroup.com)>Human Resources>Employee Assistance Programs

## DISTINCTIONS FOR THE EAP SERVICES

In 2017, Piraeus Bank Group was rewarded at the international Conference of the Employee Assistance Professionals Association (EAPA) in the category EAP Quality Award for its excellent implementation of the EAP Support Programs, in accordance with international EAPA standards. The award was based on examples of innovative strategies and services related to the promotion of a psychosocially healthy workplace environment with a focus on supporting and ensuring actions that are targeted towards reducing and/or eliminating psychosocial risk.

## EMPLOYEE COUNSELING SERVICE FOR OPTIMAL MANAGEMENT OF THEIR FINANCES

The provision of counseling on financial issues constitutes a key Bank service which is also provided to employees in the form of individualized counseling according to the request and needs of each employee. Indicatively, the knowhow of specialized Bank executives on issues of proper management of finances (eg. debt management, savings solutions) is provided for the benefit of employees seeking guidance to improve their financial condition.

## UTILISING TECHNOLOGY TO IMPROVE HR SERVICES AND THE EMPLOYEE EXPERIENCE

With the Human Resource Management System (HRMS) as the basic axis, the efforts to provide services of high quality and speed to employees, as well as reliable information to Bank executives continues.

In 2017, the system's data base was expanded with the inclusion of data of employees and of the organizational structure of most Greek subsidiaries. The existing approval flows were improved, new functions were integrated, such as the weighing of training activity and development procedures were added, such as the management of the individual development plan of employees.

## DESIGN AND INTEGRATION OF TECHNOLOGY IN DIGITAL HR BASED ON STRATEGIC TARGETING

The goal of the project is the design and utilization of solutions that promote productivity and innovation through the use of modern tools of communication and collaboration and the adoption of best practices in order to create a modern workplace environment, while also enhancing and strengthening even more employee commitment.

In 2017, following the realization of one (1) workshop with the participation of 15 HR executives, at which the targets and the areas of intervention were defined, a series of automation actions of services such as automated flows, analyses and reports on HR data etc were designed and implemented.

For 2018, further automation of services provided by human resources is planned, as well as expansion of the communication tools and needs which reshape the operation of HR and cultivate a digital mentality.

## **RECOGNIZING AND REWARDING HIGH PERFORMANCE FOR RETENTION OF HIGHLY DYNAMIC EMPLOYEES**

### **SELECTING THE RIGHT PEOPLE FOR THE RIGHT ROLES**

Staff Planning aims at the utilization and retention of Bank executives, as well as at attracting experienced executives from the job market.

Throughout 2017, the need arose to cover 4,046 positions within the Bank, of which 94% were covered. Of these, 39% regarded men and 61% women, with 98% being covered by internal transfers or promotions, while only 2% covered by external hiring.

At the same time, executives had the opportunity to progress hierarchically within the company. Of total promotions, regardless of the level of hierarchy, 1,396 people were promoted, of which 704 men (50.4%) and 692 women (49.6%).

The Restructuring Business Units (RBUs) were reinforced with additional employees for more effective management of NPL's and NPEs. Specifically, 126 new employees were placed to the two Units.

Staffing of the Branch Network was completed according to the new Structure. 139 Hubs and 329 Spokes were staffed.

Finally, in the context of the systematic monitoring of women's participation indices in positions of responsibility, women cover 30% of positions in senior management and 18% in top management in the Bank.

Hirings per Gender <i>Total Hirings per Gender</i>					
	Men	%*	Women	%*	Total
Piraeus Bank Greece	37	0.7%	37	0.5%	<b>74</b>
Piraeus Group Greece (Bank and Subsidiaries)	53	0.9%	42	0.5%	<b>95</b>
Subsidiaries Abroad	158	28.9%	385	29.2%	<b>543</b>
Piraeus Group Total for Continuing Operations	211	3.3%	427	4.6%	<b>638</b>
<i>Age Distribution of Hirings per Gender (Bank)</i>					
	Men	%*	Women	%*	Total
<30	6	22.2%	5	14.3%	<b>11</b>
30-50	22	0.5%	27	0.4%	<b>49</b>
>50	9	0.9%	5	0.9%	<b>14</b>
<i>Geographical Distribution of Hirings per Gender [Piraeus Group Greece (Bank and Subsidiaries)]</i>					
	Men	%*	Women	%*	Total
Attica	47	1.4%	35	0.8%	<b>82</b>
Thessaloniki	1	0.2%	0	0.0%	<b>1</b>
Rest of Greece	5	0.3%	7	0.3%	<b>12</b>
<i>Subsidiaries Abroad</i>					
	Men	%*	Women	%*	Total
Capital	124	28.0%	244	27.6%	<b>368</b>
Other Areas	34	32.7%	141	32.6%	<b>175</b>
<i>Distribution of Hirings by Hierarchical Level and Gender</i>					
Piraeus Bank Greece	Men	%*	Women	%*	Total
Executives	8	11%	3	4%	<b>11</b>
Senior Management	3	4%	5	7%	<b>8</b>
Middle Management	2	3%	3	4%	<b>5</b>
Professionals	7	9%	9	12%	<b>16</b>
Operational Staff	17	23%	17	23%	<b>34</b>
* Where % applies the reason for the number of men/women in the category/Total population of men/women in the category.					

## EXPATRIATES

At the end of 2017, 13 executives were assigned to 6 countries in which the Group operates (Albania, Bulgaria, Romania, Serbia, Ukraine and Germany) while 4 executives were assigned to Piraeus Bank Greece for projects related to the Group's Intentional Activities.

In the second half of the year, 2 of the 13 expatriates were relocated from Piraeus Bank Bulgaria and from the Frankfurt Branch in Germany.

Through the practice of assigning executives to the subsidiaries abroad, where the Group is active, the coverage of specialised needs is pursued by the Group while offering at the same time the opportunity for development to highly skilled and competitive executives in the market. Specifically, with the assignment of executives abroad the aims are:

1. The coverage of positions of responsibility by executives with sufficient knowledge and work experience.
2. The transfer of technical and professional knowledge, experience and best practices.
3. The development of the executive workforce of the subsidiaries abroad and their preparation for future succession.
4. The promotion of a common culture, policies and procedures of the Group in the countries where it operates.
5. The acquisition of significant experience from the expatriates and their further strengthening through the management of complex situations, aiming for the transfer of their know-how and experience, as added-value to the Organisation with their repatriation.

See [www.piraeusbankgroup.com](http://www.piraeusbankgroup.com)>Human Resources>Professional Development>Staffing

## SHAPING THE FRAMEWORK OF PROFESSIONAL DEVELOPMENT

### JOB FAMILY MODEL

The project commenced at the end of 2016 with the aim of shaping the framework for management of employees' professional development, according to the present and future needs of the Group and based on the performance, potential and personal preferences-needs of its people.

In total, 29 strategic interviews were held, 7 of which in 2016, headed by the Administration Units in order to examine the most important challenges-priorities for the Group, as well as the crucial roles.

At the same time, 2 workshops were held with the participation of 20 executives of the HR and Organisational Learning Units of the Group.

The target of the project for 2018 is to make use of the results of the strategic interviews and to design the structure of the Job Family Model.

## CONTINUOUS EMPLOYEE TRAINING AND DEVELOPMENT

### DEVELOPMENT OF HUMAN RESOURCES

The performance appraisal procedure ensures continuous communication with employees and consistent guidance from their managers, while also creating the necessary framework for the recognition of individual contribution. In parallel, the employees have the opportunity to firstly make a self-assessment and then participate in the review of their evaluation so that they can openly express their opinion before the finalisation of the procedure.

The annual evaluation, with the standard criteria of the mentioned procedure, was implemented for the period 1.1.2016-31.12.2016 for the employees of the Bank and of its subsidiaries. At Bank level there were 11,809 appraisals completed out of a total of 12,304 employees. The rate of completed appraisals in Greek and foreign subsidiaries reached 97.5% and 93.3% respectively.

2016 Appraisals	Bank
Completed	96%
Incomplete	4%
<b>Total</b>	<b>100%</b>

Moreover, the Lead 360° feedback system was introduced to 6 Greek Subsidiaries. The system was implemented for all executives at Senior and Middle Management levels. In particular, evaluations were completed for 1,513 executives in the Bank of a total of 1,601 (94.5%). At Greek subsidiaries, evaluations numbered 51, with a completion rate of 100%.

## REDISIGN OF THE PERFORMANCE MANAGEMENT PROCESS

In the framework of designing the new process of Performance Management, its philosophy and basic principles were defined, aiming at enhancing the performance of employees and the Organization, at connecting it with the Group's strategy, vision and values, as well as at developing and rewarding employees.

Senior and top management executives from various Units participated in redesigning the process. At the same time, 4 focus groups were held, with the participation of 60 senior and middle-level executives, as well as other employees, who exchanged views and submitted their proposals for the new process. The implementation, dissemination and initiation of the new process is undertaken in the 1st quarter of 2018.

## TALENT DEVELOPMENT

The philosophy of developing human resources is to predict, adjust and offer directly to employees all the channels for skills development, which provide them with added value and self-confidence throughout their career in the Group. By means of lifelong strengthening of the dynamic and the potential of employees, a culture of high performance is achieved, benefiting the employees themselves, the Group and the market. The rate of highly potential Bank employees is 17.28%.

The ability of an organization to develop in its human resources the appropriate skills and specialization required to manage the demands of the market is linked directly to its sustainability and success. At the same time, by recognizing the dynamics of its executives, the Organization is aided in the preparation of succession plans and strengthened in its readiness to respond to every change. In this framework there were implemented:

### Management Development Centers

With the Group's leadership model as a guide, the methodology of the Management Development Centers aims to develop and enhance the skills of the executives who are already managing or who are to undertake the management of groups of employees. The focus is on personal development and the design of individual actions by the participants themselves, while also connecting every action to their performance and professional development.

Period	Participants	Impact on Organization
1.1.-31.12.2017	94 executives	472 directly supervised employees

Individual Development Plan

In 2017, the systemic analysis, the parameter-setting and the application of the individual development plan was realized thus fully integrating it into the HR IT system.

The model guides the employee to set targets for personal and professional growth, to design an action plan to achieve these in cooperation with the Head of their Unit, receiving the benefit of life-long strengthening of their skills and their professional advancement within the Group.

At the same time, the development of the communication plan for 2018 was completed, with the aim of launching the new application.

Library

The library was enriched with 73 new books and responded to 226 requests with the most popular topics being economics, project development, communication and effective presentation of ideas and leadership.

The thematic axes of the books in the Library are exclusively related to the skills of the leadership model of the Bank: strategic direction and entrepreneurship, leadership, quality of service and services provided, negotiations, sales, economics, organizing of work, presentation skills, phone communication, adult training, HR development, self-growth, stress management, self-confidence and creativity.

INVESTING IN THE CONTINUOUS TRAINING OF HUMAN RESOURCES

Piraeus Bank Group, in response to the challenges of the market and the demands of the supervisory authorities, and operating more drastically in dealing with emerging changes in the external environment, is shaping its training and development strategy, thus investing steadily in the strengthening of its human resources. With a steady focus on the vision and mission for the dissemination of knowledge, the Group is constantly evolving and investing consistently in the development of skills and expertise of employees, aiming towards:

- |   |   |
|---|---|
| 1. the full development of the abilities of its human resources;  | framework and the systematic coverage of the Group against operational, credit and other risks, with methodical monitoring of the relevant educational indices and direct response to new training needs; and |
| 2. the securing of organizational and corporate continuity,   | 5. and the strengthening of expertise of the executives of Units that were created in the context of institutional and structural changes of the Bank.  |
| 3. the strengthening of the alignment of employees with the value and behavioral system and the promotion of a uniform culture; |   |
| 4. the compliance with the legal and regulatory   |   |

NEW APPROACH TO LEARNING

With the aim of sustainable development and the creation of value in the Group, a new approach is being adopted by the Organizational learning, which actively contributes to the individualized strengthening of human resources and of the business units in order to achieve high performance with optimal utilization of the potential of employees.

On a strategic level, all educational actions incorporate the values of the Bank and are organized within the "Pyramid of Learning" structure, which is made up of 4 levels, with a healthy and safe workplace at the basis of the pyramid and leadership development at the top. More specifically, the levels are developed as follows:

- |   |  |
|---|--|
| 1. An Environment of Health and well-being:<br>Covers the need for a healthy and safe workplace environment so that employees have a sense of belonging to a team and social group that cares about | them. This axis includes programs related to safety and health in the workplace, ergonomics, stress management and well-being. |
| 2. Banking & Business Issues:   |  |

Constitutes a key axis of the knowledge required for all banking and business executives. The portfolio of the banking and financial training includes programs and actions which enhance comprehension and ensure knowledge of the operation of the banking system in relation to credit, loans, commerce, investments, risk, retail, products, services, technology and IT in the systems.

**3. Interpersonal Skills:**

Increases effectiveness and adds value to the service of and cooperation with the customer. Programs and actions of this level focus on characteristics and skills and aim to ensure a common perception of the attitudes

that support the Group's value system. They include: communication skills, excellent customer experience, negotiations and team work.

**4. Modern Leadership:**

Enhances personal potential in order to influence and improve others' performance. Series of programs that are being designed at strategic level for new, middle level and senior managers, talents, people with contribution of significance and executives. Evaluation tools, guidance, large and small-scale exercises, case studies and training programs are all utilized for the achievement of professional and strategic goals.

## ORGANIZATIONAL LEARNING ACTIONS

The issues of education and development of human resources, such as internal training programs, the training means and the related procedures are posted on the Bank's internal communication channel "HR Portal" and are available to all employees. Participation in training/development programs can be requested by the employees themselves in cooperation with their manager or by the Organizational Learning Unit.

In 2017, a total of 683,829 training man-hours were recorded in the Group, of which 624,446 at Bank level, including employees on secondment, while there were 3,516 in-house and external business training courses organized, of which 2,767 at Bank level. A total of 11 thematic sections were covered.

*Distribution of Training Man- Hours per Training Means (thousand) – Bank*

Year	Classroom	Distance Learning
2016	189	490
2017	208	417

In 2017 there were 47 training man hours (47 for men, 46 for women) recorded on average at Bank level, while there were 41 training man hours (42 for men and 40 for women) recorded on average at Group level.



2016-2017 Distribution of Training Man – Hours per Topic Bank and Group

	Bank 2017		Bank 2016		Group 2017		Group 2016	
Finance	217,680	34.9%	134,062	20%	219,433	32.1%	178,256	22%
Business Development	111,557	17.9%	145,323	21%	126,637	18.5%	168,298	21%
Other	75,086	12.0%	9,731	1%	75,900	11.1%	18,471	2%
Regulatory Compliance – Anti – Fraud and Anti – Corruption	68,362	10.9%	168,397	25%	72,417	10.6%	174,506	21%
Leadership & Management								
Skills Development	44,146	7.1%	42,064	6%	46,282	6.8%	51,906	6%
IT Systems	36,251	5.8%	86,105	13%	39,046	5.7%	100,819	12%
Customer Service	35,807	5.7%	34,224	5%	45,139	6.6%	48,709	6%
Human Rights	13,644	2.2%	22,194	3%	17,375	2.5%	22,282	3%
Specialized Technical Skills	13,390	2.1%	19,902	3%	32,061	4.7%	30,114	4%
Issues of Uniform								
Corporate Culture	4,804	0.8%	11,170	2%	4,804	0.7%	13,246	2%
Corporate								
Social Responsibility	3,719	0.6%	6,266	1%	4,736	0.7%	7,130	1%
	<b>624,446</b>	<b>100%</b>	<b>679,438</b>	<b>100%</b>	<b>683,829</b>	<b>100%</b>	<b>813,737</b>	<b>100%</b>

94% of Bank employees participated in at least one program for 2017<sup>4</sup> and 95% of Bank employees participated in at least one program for 2016<sup>4</sup>.

## DEVELOPMENT OF LEADERSHIP AND MANAGERIAL SKILLS

In alignment with the strategy and values of the Group, in 2017, existing programs continued and new ones were implemented, for the strengthening of managerial and leadership skills of executives, with emphasis on middle and senior management of Administration Units.

In 2107, a total number of 7,579 Bank executive participations in in-house or external Leadership Development programs (in the classroom, distance learning and a combination of both) were realized, with emphasis on the following actions:

1. The Situational Leadership programs (Self, One to One and Team) for middle and senior management executives continued in order to strengthen their abilities in self, one to one and team leadership, with 429 participations recorded.
2. The new workshop "Personal Branding and Visibility" was realized with the aim of enhancing the participants' influence skills on their team members, through management of the corporate and their personal image, with 280 participations from executives from the Administration Unit recorded.
3. For the enhancement of the administrative skills of the Bank executives who recently assumed positions of responsibility, two new programs were developed: the blended program "Newly Appointed Managers", with 230 participations, and the "First Time Manager" with 90 participations.
4. Lastly, 3,849 e-learning lessons of development content, with emphasis on strengthening managerial and leadership skills were accomplished for executives of all organizational levels.

## TRAINING IN CORPORATE GOVERNANCE

In 2017, the following training sessions were held:

1. "Corporate Governance of Financial Institutions": the program was addressed to 28 Corporate Governance

and Corporate Secretary of the Board of Directors (BoD) and was implemented in cooperation with the

<sup>4</sup> Instructor-led, technology based.

2. Hellenic Banking Institute (112 training man-hours). "Modern Governance in Banking": the external, 80-hour INSEAD program began in 2017 and is still in progress. It is addressed to 5 BoD members and senior management and provides participants the chance to be informed about current trends and risks of corporate governance in the banking sector, to

focus on the role of corporate governance in times of economic crisis and to be informed about how executive-committee members can collaborate effectively with the relevant external monitoring and regulatory agencies as well as with shareholders and other stakeholders.

## APOLLO PROJECT

In the context of the business restructuring of the Branch Network, a number of specially-designed training actions was designed and implemented with the aim of achieving the Group's strategic goals.

More specifically, emphasis was placed on developing programs that reinforce the alignment of Network executives with directions and practices, with the aim of creating a new, unique experience in banking experience that will be imprinted on customers' minds. At the same time, the training actions mapped the operating guidelines and the solutions for effective management of the changes while also strengthening internal mobilization of employees in a smooth integration into their new professional demands. The Apollo program utilized a total of 49,168 man-hours with 8,391 participations.

## SCHOOLS AND ACADEMIES

During 2017, the creation of two Schools and one Academy continued, aimed at the development of skills and knowledge with a systematic and structured approach, while also covering a wide spectrum of thematic sections.

Specifically, in the Bank the following were implemented:

S/N	Schools – Academies	Training Man-Hours	Participants
1	Stellar Service Academy	2,784	2,232
2	Personal Partner School	39,056	1,017
3	Small Businesses and Professionals Partner	2,568	69
	<b>Total</b>	<b>44,408</b>	<b>3,318</b>

## REGULATORY COMPLIANCE TRAINING

Particular emphasis was given by the Group to issues of Regulatory Compliance and combating fraud and corruption. Through the uploaded Regulatory Compliance Policy on the Intranet, but also through the constant training of employees, the Group seeks to define, identify and avert the risk of legal and supervisory sanctions.

It also aims at the elimination of any risk of financial loss or damage to its reputation or that of its stakeholders, as a result of a non-or partial compliance to laws, supervisory authority decisions, self-regulatory rules and codes of ethics.

The ultimate goal of these actions is the reinforcement of employees with relevant expertise and the strengthening of their ethical behaviour and integrity, which are elements that affect broadly their everyday activity.

At Group level there were 72,417 training man hours on issues of Regulatory Compliance, prevention and combating of fraud and corruption, with 11,182 participations.

## TRAINING ON HEALTH AND SAFETY AT WORK

Fully aligned with the relevant legislation on ensuring Health and Safety at work and with the protection of its people as its key objective, Piraeus Bank Group focused on the training of staff members in safe evacuation from buildings and branches, as well as the training of members of Firefight teams. The sessions aim to transfer the basic fire-safety skills needed for the prevention and suppression of fires and emergencies in workplace. Attendance at training sessions on health and safety at work reached 10,803 in 2017.

## BUSINESS INVESTMENT AND INSURANCE SERVICE CERTIFICATIONS

In 2017 and in compliance with the regulatory framework, 298 Bank executives were certified in the provision of investment services, in different levels while 965 already certified employees renewed their certificates for the next five years. In addition, 478 employees were certified for the provision of insurance services.

## TRAINING IN THE ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM (ESMS)

Since 2011, Piraeus Bank Group has been implementing of Environmental Management System (EMAS)<sup>5</sup> with annual certifications. At the request of its shareholders, the International Finance Corporation (IFC) and the European Bank for Reconstruction & Development (EBRD), the Bank proceeded with the gradual integration of the Environmental and Social Management System (ESMS) into its Business Loan Unit in 2017. As part of the specific project, in collaboration with the Green Banking-Development Programs Unit, a training action was designed and realized titled "Assessment of Environmental Risk in Loans". The action was addressed to the Units related to business loans (loan provision, management, approval, assessment, risk) and was completed through 14 sessions with 259 participants (1,554 training man-hours).

## SIGN LANGUAGE IN BANKING CUSTOMER SERVICE

In collaboration with the Customer Innovation – Group Digital banking Unit and the Hellenic Federation of the Deaf, a training action titled "Sign Language in Banking Customer Service" was realized, lasting 92 hours. Three cashiers from e-branches received training in basic sign language, mainly focused on the provision of banking services to the hearing-impaired customers. The ultimate aim is the provision of optimal service provision to all customers, irrespective of their means of communication.

## DISTANCE LEARNING: E-LEARNING

With the aim of covering the increasing needs for training and development of the human resources, for strengthening of in-house training and for promoting life-long learning, e-learning constitutes a pillar of the Knowledge Management System of the Group.

With systematic utilisation of all available tools, such as chat, library and forum, , e-learning constitutes a medium that gives users (trainees, trainers, business experts) the opportunity to develop communication and synergies, exchange views and good practices, promote knowledge and contribute to its diffusion in the Organisation.

In 2017, at Group level, 428,519 training man-hours were recorded through e-learning (416,561 at Bank level).

## PARTICIPATION IN TRAINING OUTSIDE THE BANK

With the aim of being constantly informed about the new trends of the modern market and at the enrichment and diffusion of knowledge at individual and corporate level, during 2017 there were 1,036 participations of

<sup>5</sup> [ec.europa.eu/environment/emas/register/search/registration.do?registrationId=604551](http://ec.europa.eu/environment/emas/register/search/registration.do?registrationId=604551)

Bank executives (12,484 training man-hours) at conferences, workshops, and seminars organised by established professional and scientific bodies in Greece and abroad.

## BOOKS AND SUBSCRIPTIONS

In the context of covering specialized needs of individual Units and enhancing the knowledge of executives, during 2017, the Bank purchased 125 books and scientific works, while 114 subscriptions in professional bodies in Greece and abroad were utilised.

## CLEAR COMMUNICATION OF THE BANK'S STRATEGIC DIRECTION TO EMPLOYEES

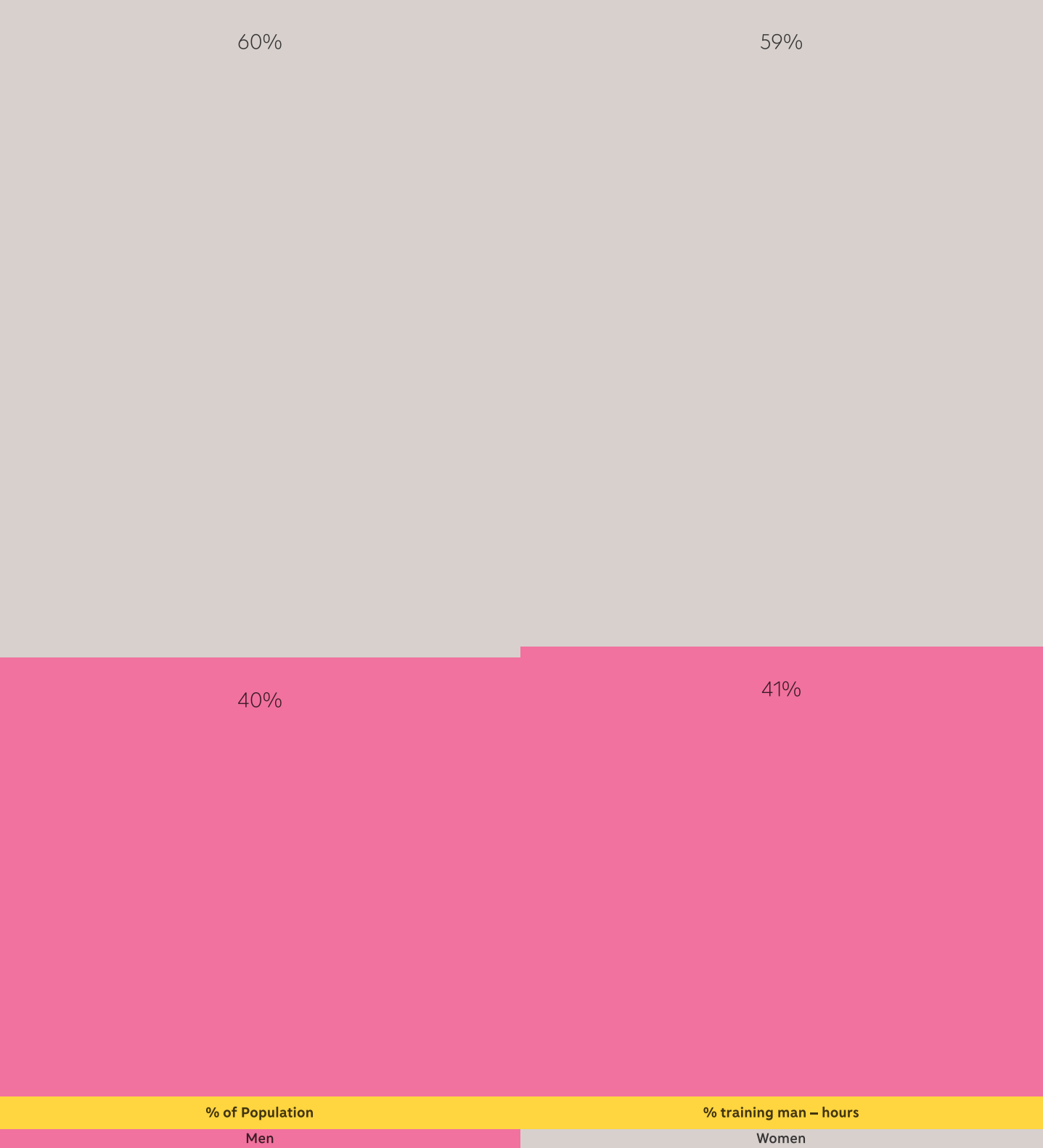
### THE PHILOSOPHY OF COMMUNICATION WITH HUMAN RESOURCES

Communication of the Group's Corporate Vision and Values to its human resources is achieved and disseminated through the creation of a framework of corporate culture which perception of strategic goals, two-way communication, a sense of trust in Management and dissemination of knowledge and information.

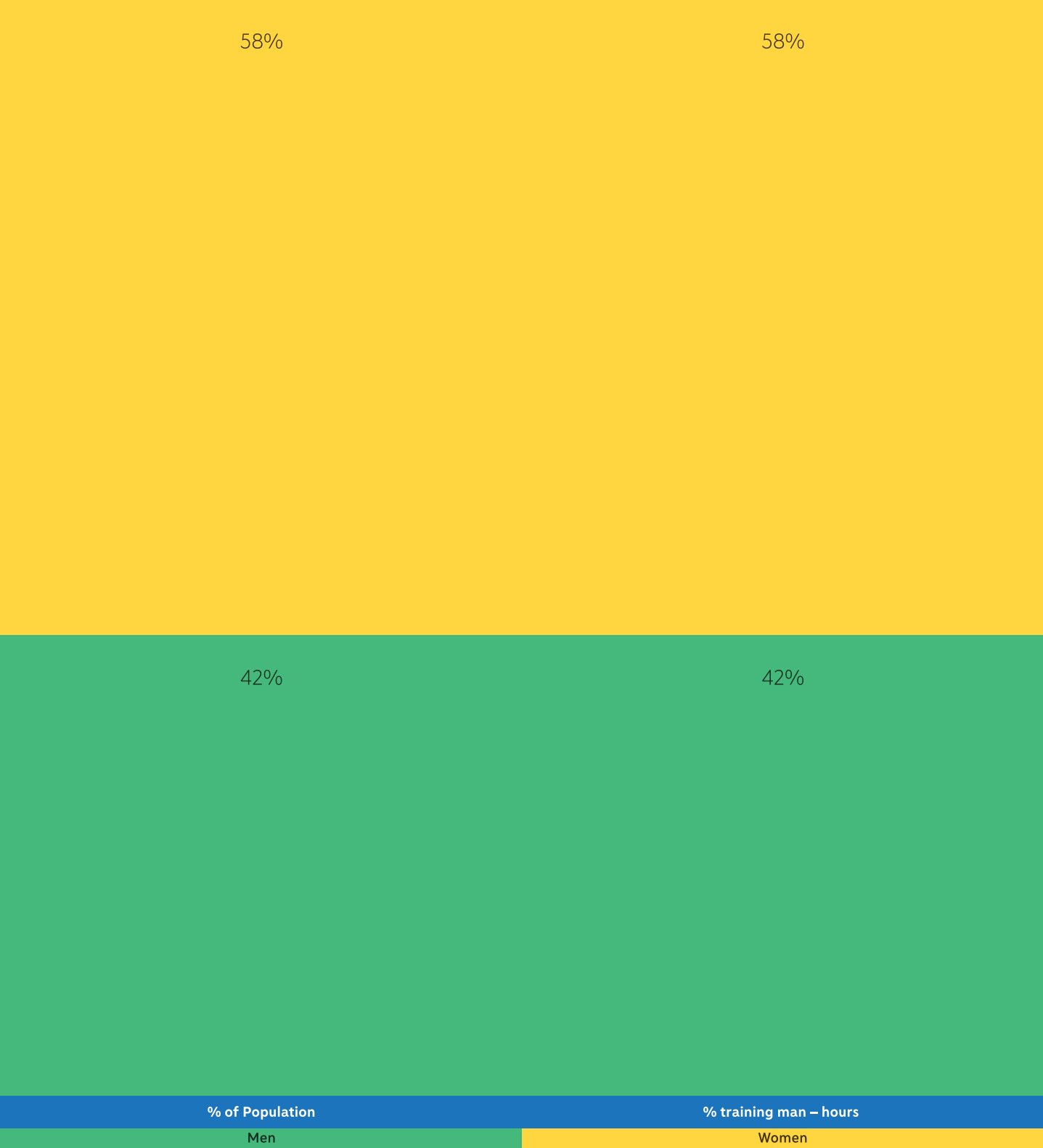
Piraeus Bank Group recognizes the vital importance of communication with human resources and the effect it has on the relations, views, behaviours, stance of its people, and on the philosophy of the organization itself.

With consistency and sincerity in everyday corporate communication, the sense of security is developed and strengthened, good faith, integrity and cooperation are achieved, faster and more effective diffusion of knowledge and transfer of information are accomplished at all levels, with the aim of contributing to the development of new products and services, the servicing of customers and the cooperation with society stakeholders.

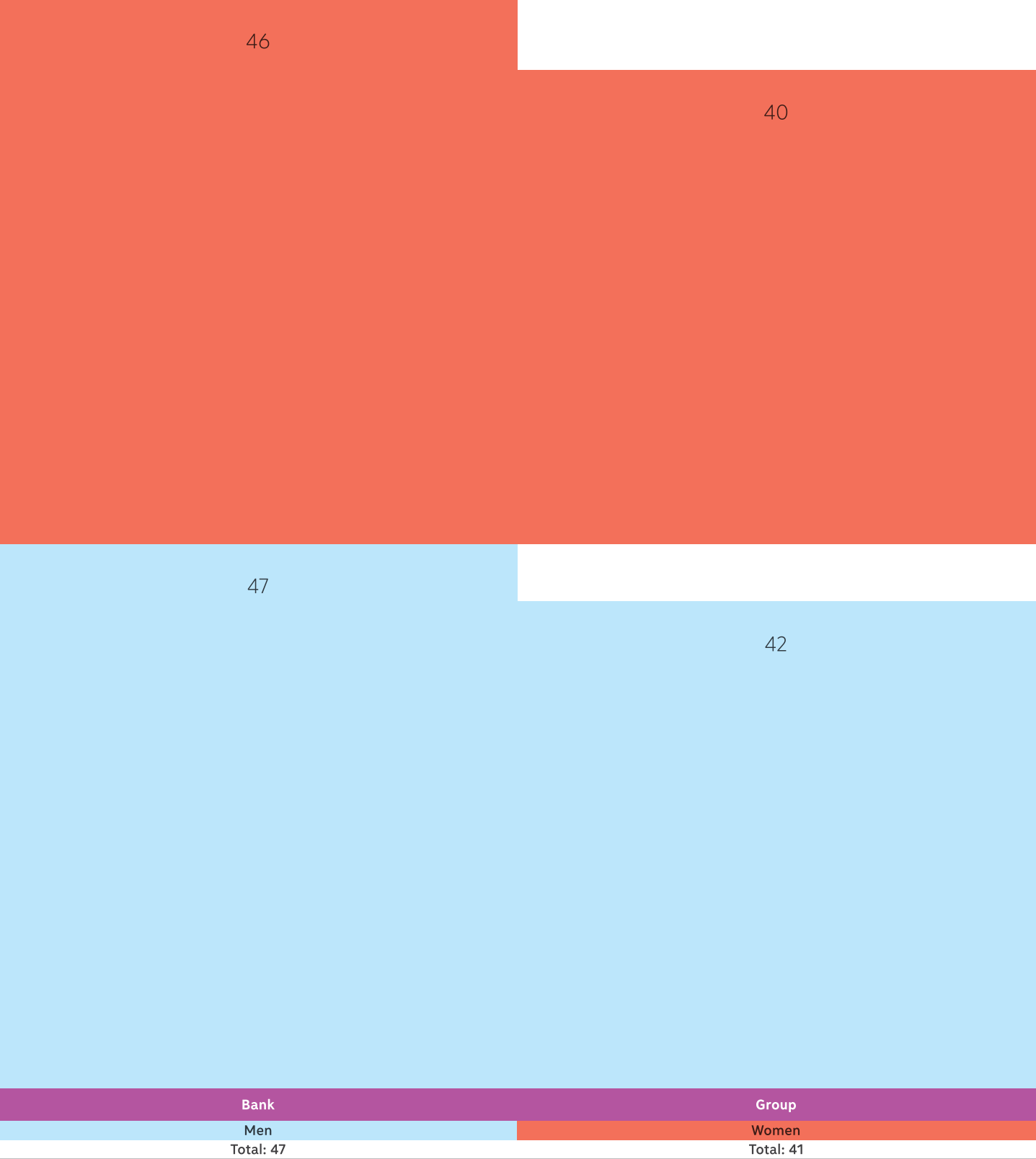
By utilising different channels of communication, employees are informed, participate, utilise, shape and improve their business and individual thinking and action to the benefit of a common course and corporate identity.



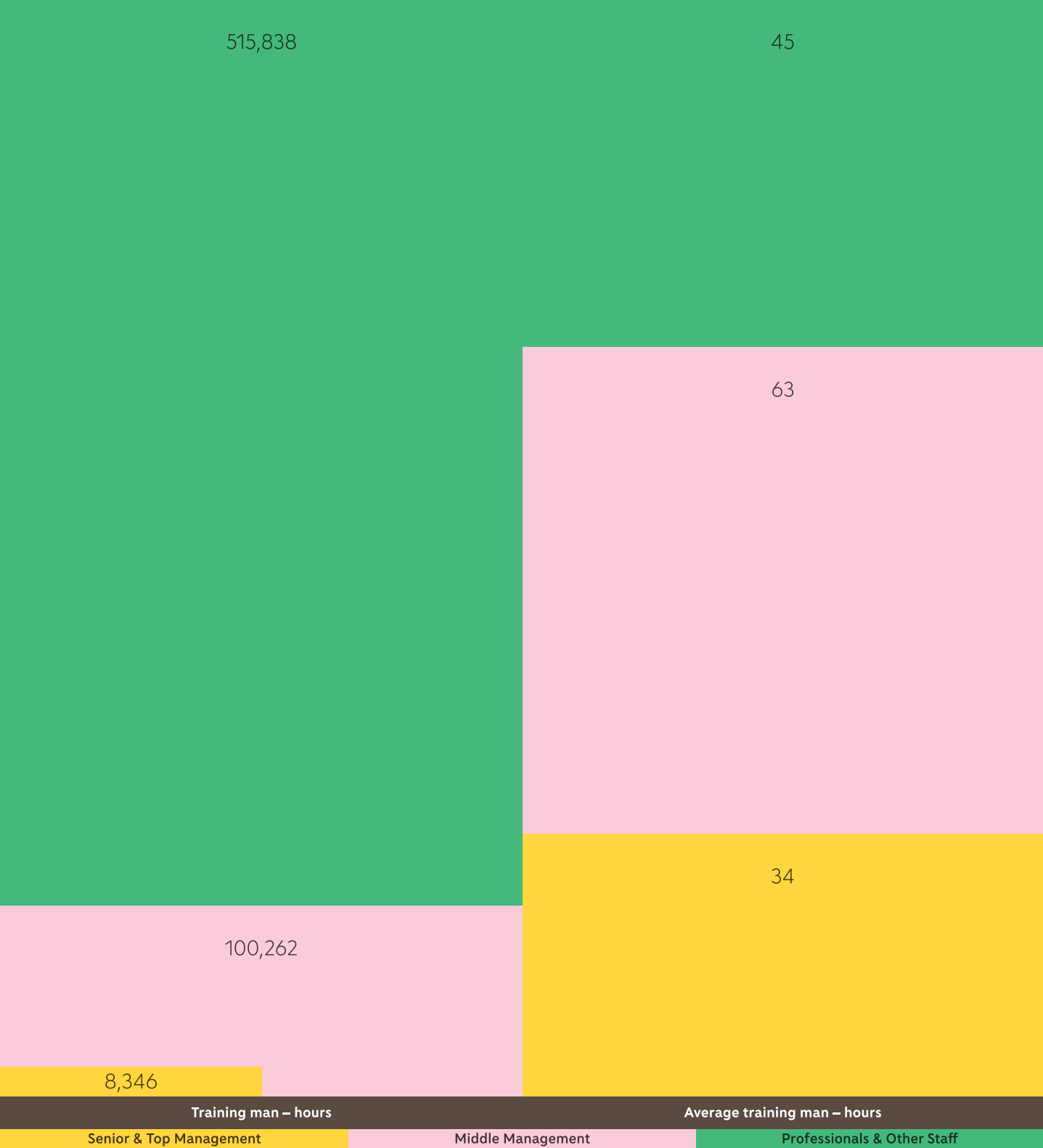
**Ratio of Training per Gender – Group**  
% of training man-hours



*Ratio of Training per Gender – Bank*  
*% of training man–hours*

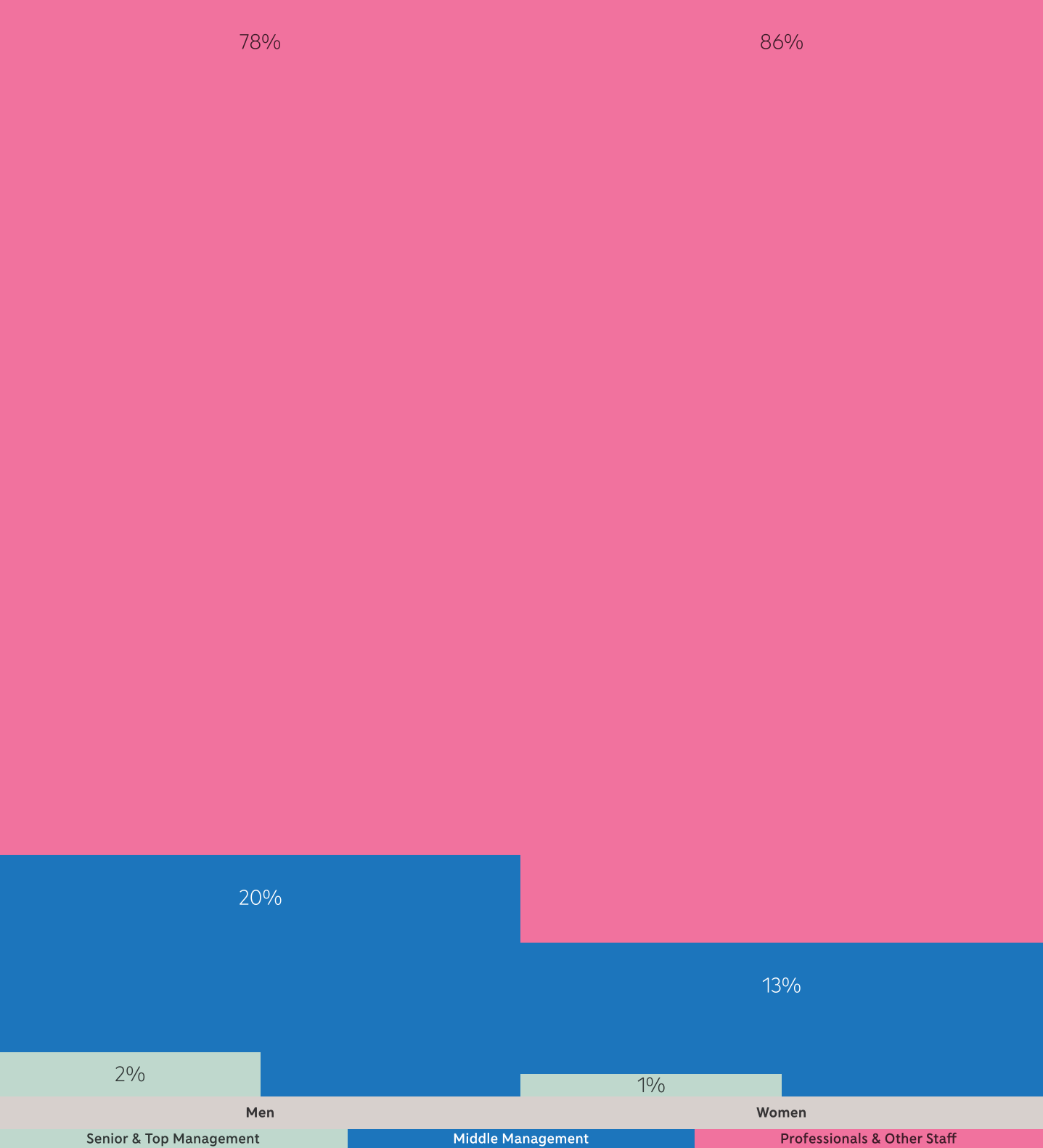


**Training Distribution Ratio per Gender**  
Average training man-hours



*Distribution of Average Training Man–Hours per Hierarchical Level (Bank)*





78%

86%

20%

13%

2%

1%

Men

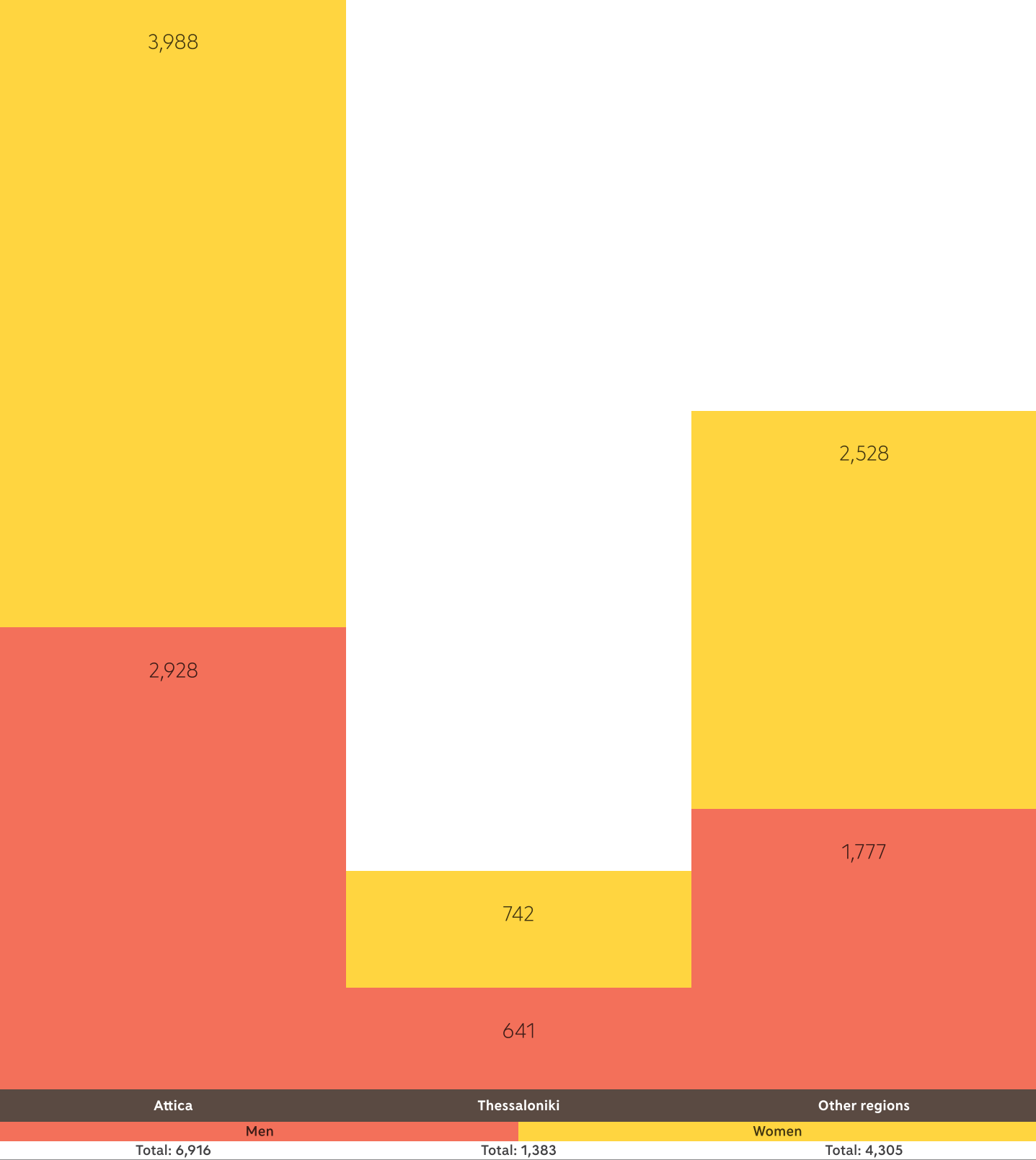
Women

Senior & Top Management

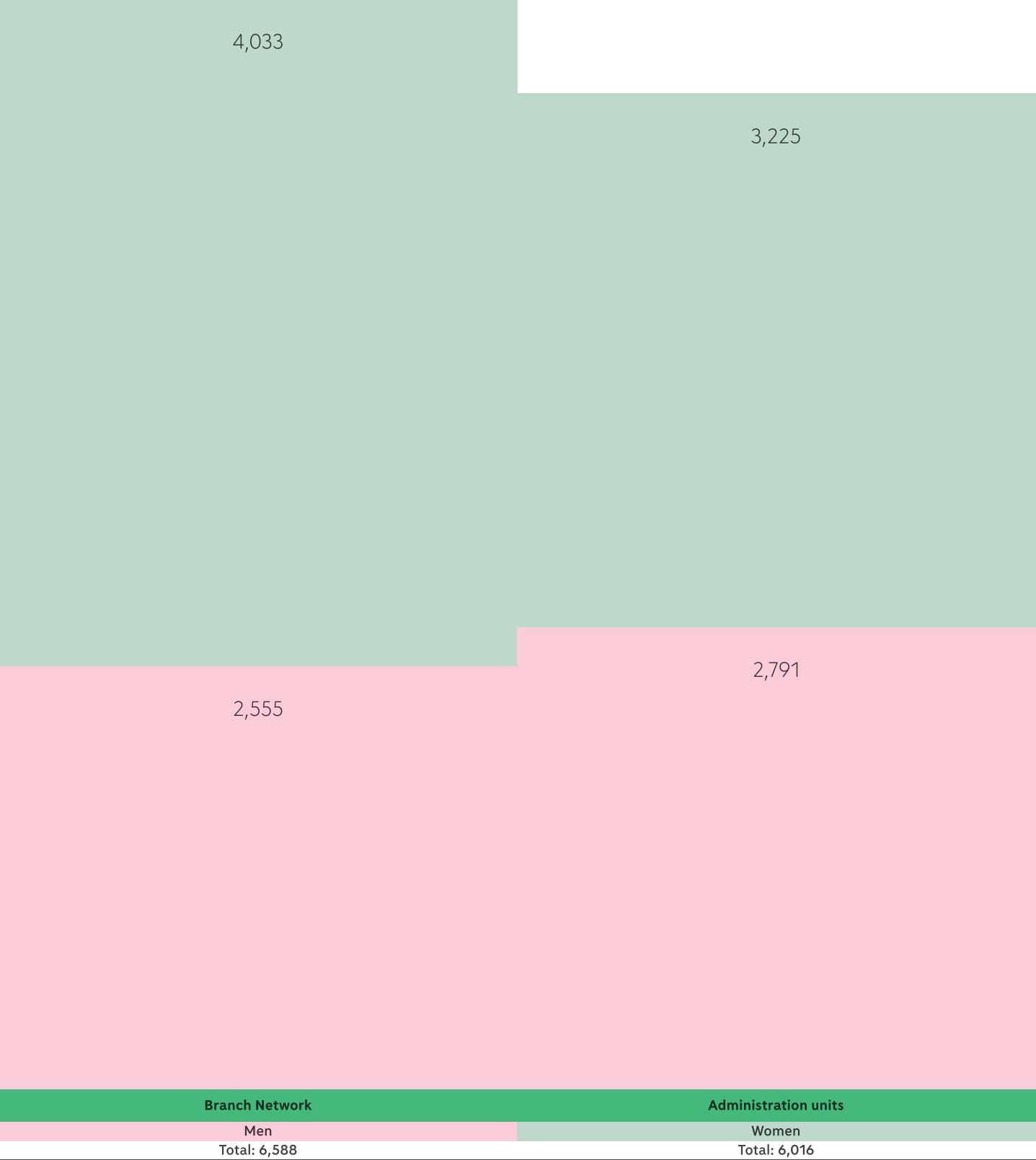
Middle Management

Professionals & Other Staff

*Distribution of Average Training Man–Hours per Hierarchical Level (Bank)*  
*% of training man–hours*



Allocation of Trainees per Geographical Region (Bank)



*Distribution of Trainees per Workplace (Bank)*

## INVESTING IN THE EMERGENCE OF SYNERGIES AND THE COMMUNICATION THROUGH THE ROLE OF HR BUSINESS PARTNER

The modern competitive environment and the challenges it entails demand that Human Resources operate as a conveyor of change, promoting the contribution of the human factor as a primary means of achieving the sustainability of the Group.

By establishing the role of HR Business Partner and reinforcing effective internal communication of the goals and the strategic direction of the Organization, the Bank aims at the active participation and the strengthening of the devotion of its people in its plans through their motivation, development and empowerment.

HR Business Partner is called upon to act as the link, comprehending the particularities of the business environment, the needs of the "internal customers" and of the dynamic of the people of the Group and to communicate the vision of Management, thus contributing to the alignment of the organisational culture and ensuring that all work towards the same direction and share the same values and goals.

By establishing a relationship of trust, this role becomes crucial as it enhances open and two-way communication in all directions and utilises the synergies with the Units of the Bank and the specialised sectors of the Human Resources, thus adding value to employees and the Group.

## SHAPING THE NEW CORPORATE CULTURE

With the aim of communicating the new values of the Group in 2018, the stage of data collection and analysis was completed in 2017 by implementing the following actions:

1. Distribution of questionnaire to 435 Senior Management Executives.
2. In-depth interviews with Members of the Executive Committee of the Bank.
3. Distribution of questionnaire to all employees of the Bank and subsidiaries in Greece.
4. Workshop with Members of the Executive Committee of the Bank.

Questionnaires	Responded	Did not Respond	Total	Period of Completion
Pulse Check	7,427	6,634	14,061	29/11 – 4/12/2017
To Senior Management	349	86	435	17/11 – 21/11/2017

## DESIGN AND IMPLEMENTATION OF EMPLOYEE ENGAGEMENT SURVEY

From the 3<sup>d</sup>-24<sup>th</sup> April 2017, an Employee Engagement Survey was conducted in the Bank and the Greek Subsidiaries. The survey was conducted in collaboration with the internationally renowned Korn Ferry Hay Group, thus ensuring the Group's commitment to the confidential management of responses.

The goal of the survey was to assess the level of commitment and empowerment of all employees and the degree of impact of these on further enhancement of the Group's workplace environment.

The survey was completed by 81% of employees (10,833 people), of which 44% were men and 56% women.

The rate of Employee Engagement reached 72% with the Support Environment at 68%. The results highlight the following strengths:

- |   |  |
|---|--|
| 1. the provision of a clear direction in the corporate goals; | provision of high-quality products and services with focus |
| 2. the positive image and reputation of the Group;            | on customer service; and                                   |
| 3. the Group's orientation towards innovation and the         | 4. corporate social responsibility.                        |

## PRESENTATION OF THE EMPLOYEE ENGAGEMENT SURVEY RESULTS

Following the analysis and presentation of the results to Top Management, 64 presentations were organized for Heads of the Bank's Units.

In October 2017: a) 2 focus groups were realized with the participation of 45 middle management executives, where improvement actions were discussed and proposed for specific areas identified by the survey, b) 1 Status update meeting was held with the participation of approximately 70 senior management executives, where the best practices for communicating the results and the designed action plan were presented.

For further analysis of the results, the design and the monitoring of the action plans, 170 heads of units were given electronic access (reportal tool) to the results of their area of responsibility through the reportal tool. With a focus on selected areas identified by the 2017 Employee Engagement Survey and on the action plans of the individual units, in 2018 smaller scale surveys have been planned with the aim of examining the views of employees and of measuring the effectiveness of the implemented actions.

## ENSURING HUMAN RIGHTS WITH EQUAL OPPORTUNITIES AND INTEGRATION OF DIVERSITY

### COMMITMENT TO SECURING HUMAN RIGHTS

Piraeus Bank has adopted the principles of the UN Global Compact for defending human rights and implements the principle of equal opportunities to all its actions, while respect of human rights governs all its policies procedures and practices of human resource management in the Group, thus ensuring a working environment that accepts and integrates diversity.

100% of human resources of the Bank have access to the Human Rights Policy and the Group's Complaint Management Process, which are uploaded on the Intranet and the HR Portal. At the same time, in order to ensure training of all employees in the framework of human rights practices in the Organization, the e-learning titled "Human Rights, Equal Opportunities and Diversity in the Work Place" was assigned to all Human Resources of the Bank. At the end of 2017, 88% of the Bank's employees had received training in the principles governing human rights. In 2018, 1,141 employees have received the e-learning lesson, covering 9% of Bank employees utilizing in total 13,644 man-hours of training. At the same time, the lesson was assigned to Group subsidiaries in Greece and abroad.

In the training, reference is made to collective representation, equal opportunities, to ensuring a healthy working environment that promotes respect and communication and opposes any form of unprofessional behavior. Finally, there are distinct references made to the responsibility of organizations to matters of the environment and prevention of corruption, as well as on the principle of confidentiality and privacy.

In 2017, there were 11 incidents of human rights violations in the Group, none of which concerned a case of discrimination based on gender, religion, ethnicity or sexual orientation; all incidents were dealt with and resolved in accordance with the established procedure for complaint management.

In addition, the Bank supported working mothers in their new role, as 100% of the new mothers who requested cumulative leave, utilised it immediately after their maternity leave. More specifically, 14% made use of up to 3 months of cumulative leave, 18% utilised leave of 6 months and 68% of cumulative leave for a period of more than 6 months.

## VOLUNTEER ACTIONS AND AWARENESS CAMPAIGNS

With a clear direction towards its vision and values, the Group systematically seeks sustainable growth with emphasis on Society, Culture and the Environment.

In this context, in 2017, there were 126 volunteer actions with the participation of employees and their families, for which information is presented analytically in the section "Harmonious Relationship with Society".

Material Topic

# Employability

Mapping with United Nations Goals  
Sustainable Development Goals (SDG)



Assurance by independent  
body (GRI 401-1)



<1%

Employee Voluntary Turnover at Bank level

3%

Employee Voluntary Turnover at Group level



94%

Coverage of positions  
within the Bank

98%

Coverage  
by internal  
transfers

2%

Coverage  
by external  
hiring

## Goals



Utilization of existing human  
resources through internal  
reallocations in order to cover  
the Group's business needs



Piraeus Bank Group provides  
its employees compensation  
and benefits that ensure a steady  
standard of living while also  
motivating productivity



Further strengthening  
of the Restructuring Units  
with specialized  
human resources

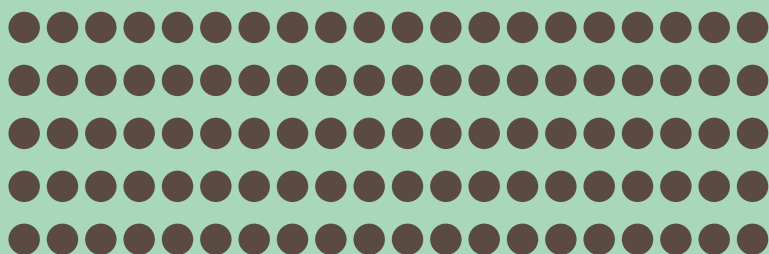
## Material Topic

# *Reassurance of human rights with equal opportunities and integration of diversity*

## Mapping with United Nations Goals Sustainable Development Goals (SDG)

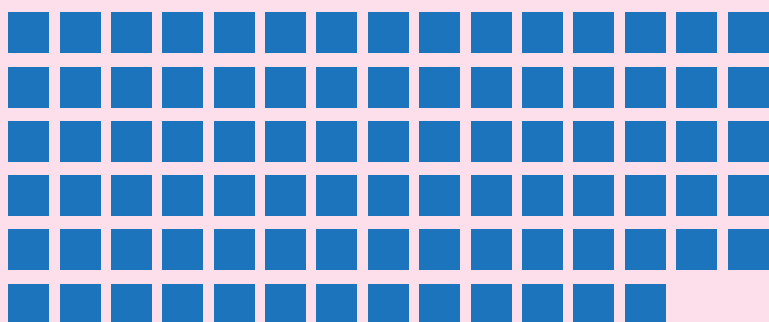


## Assurance by independent body (GRI 412-2)



# 100%

of Bank human resources has access  
to the Group's Human Rights Policy  
and the Complaint Management Process



# 88%

of Bank employees received training  
in human rights principles

## Goals



Emphasis on actions promoting  
employee holistic health-wellbeing



Material Topic

Continuous training and development of employees

Mapping with United Nations Goals  
Sustainable Development Goals (SDG)



Assurance by independent  
body (GRI 404-1)



Training Data

683,829

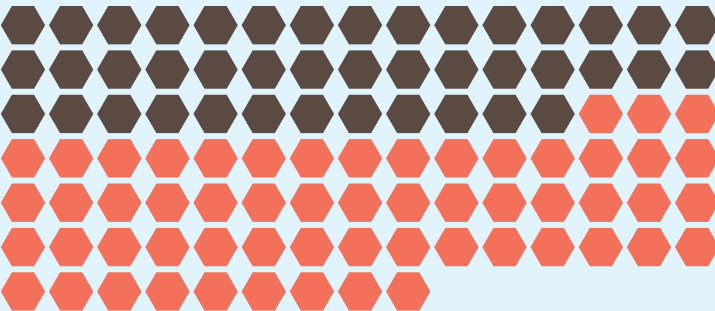
Total Training Man-hours in the Group

428,519

Total Training Man-hours  
through e-learning

41

Average Training Man-hours  
per Group employee



94%

of Bank employees participated  
in at least one program

42%

Men

58%

Women

Goals



New Performance  
Management system

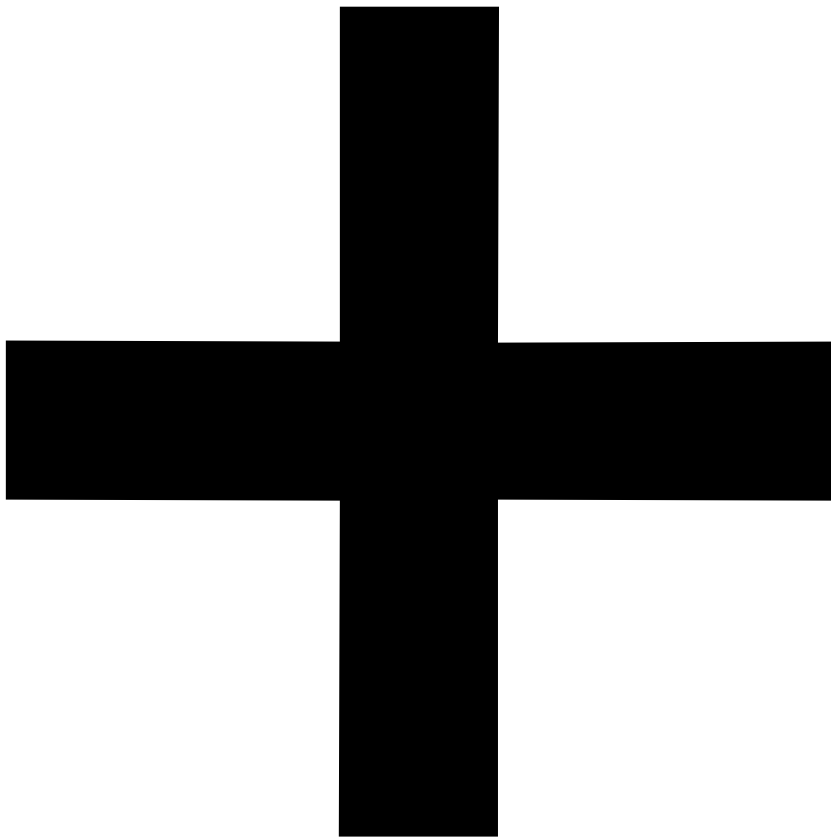


New approach to the assessment  
of development opportunities  
& succession plan



New framework  
of leadership  
and personal skills

In 2017, Piraeus Bank supported the activities of Non-Governmental Organizations, thus contributing to the enhancement of social and cultural life.



# *Harmonious Relationship with Society*

In the framework of its corporate responsibility, Piraeus Bank Group has incorporated, voluntarily and with the sole motive of solidarity, social and environmental actions in its business activities and its contacts with stakeholders. It constantly adapts the economic, social and environmental aspects of its operation to the balanced management of "economic growth –sustainability– social cohesion". In this context, it contributes each year to programs that aim at the strengthening of vulnerable social groups, at the protection of the natural environment, while of particular importance is the contribution of the Piraeus Bank Group Cultural Foundation (PIOP) in the preservation and promotion of the cultural heritage of the country.

The Group has established Key Performance Indicators, which monitors regularly, and focuses on its strategic plan, with the key target of maximizing its value in order to contribute to economic and social development through its actions.

The direct economic value created and distributed in 2017 as well as the amounts spent on Corporate Responsibility actions are indicated in the table below.

Group Economic Value by GRI 201-1 Standard		
<b>Direct Economic Value Generated</b>	<b>Net Income</b> of which payments to Funding Bodies	<b>€2,216 mn</b> €131 mn
<b>Economic Value Distributed</b>	<b>Staff Costs</b> of which Expenses for Volunteerism, Summer Camp, Support Actions, Health Insurance (other than social security) <b>Other Operating Expenses</b> of which Loans & Donations according to Law 4374/2016 of which PIOP Museum Operation Expenses	<b>€563 mn</b>  €10 mn <b>€603 mn</b> €5 mn €1 mn
<b>Non-Distributed Economic Value</b>	<b>Direct Economic Value Created ( - ) Economic Value Distributed</b>	<b>€1,050 mn</b>
<i>Note: the Bank, reliant on its business plan and the respective tax design and after taking into account the present tax provisions, re-assessed in the current fiscal year the temporary differences between accounting and tax base of loans and receivables, including impairments and recognized the deferred tax asset, which influenced the fiscal year. For more information, see 2017 Annual Report, note 15.</i>		

The contribution in actions, programs and initiatives of social, cultural and environmental character corresponds for 2017 to 1.4% of annual Group operating expenses.

## CORPORATE RESPONSIBILITY COMMITTEE

In the context of the systematic integration of the principles of Corporate Responsibility to the Group, a committee has been established, presided over by Ms Sofia Staikou, Chairman of the Piraeus Bank Group Cultural Foundation. Members of the Committee include Senior General Managers and General Managers of the Bank, the Scientific Advisor of Piraeus Bank Group Cultural Foundation and the Director of the Environmental Unit.

## SOCIAL ACTIONS

In the context of the human-centered philosophy that governs its principles, Piraeus Bank remained loyal in its support of the pillars of Sustainable Development: Greek culture, health, education, environment protection, society and vulnerable social groups.

Piraeus Bank Group supported many institutions through volunteerism, synergies with non-governmental organizations (NGOs) and through the sponsorships and donations program.

In the context of its actions with NGOs, the Group made a significant commitment to ELEPAP-Rehabilitation for The Disabled for the continuation of its work and the provision of services to over 1,000 disabled children.

At the same time, in response to the needs of the local communities where the Group has presence through its Branch Network, supported municipalities and institutions with the aim of substantially supporting/upgrading the social and cultural life of these societies.

In the field of health, Piraeus Bank covered basic needs for the operation of many Greek hospitals such as "Sotiria" Athens General Hospital for Chest Diseases, General Hospital of Piraeus "Tzaneio", "Georgios Gennimatas" Thessaloniki General Hospital and General Hospital of Athens "Alexandra".

In the field of education and training, in addition to the provision technical equipment to more than 200 schools in Athens and other areas, the Group supported with direct donations and through the management bodies of the institutions, several universities around Greece such as University of Macedonia, Aristotle University of Thessaloniki and the University of Piraeus, and more specifically the Series of Academic Seminars in Financial Science of Banking and Financial Management Department.

In 2017, for another year, Piraeus Bank supported the sponsorship of the savings program for students of Lipsi and Arki islands, through which every child receives upon entering adulthood a sum of money to help them at the start of their adult life.

Through the Bank's sponsorship and donation program, in addition to the support provided to the work of PIOP and its thematic Museums, Piraeus Bank supports associations and organisations with an undeniable contribution to culture such as the "Diazoma" citizen's movement for the promotion of ancient monuments and theatres and the non-profit organisation "Plegma" cultural activities.

Piraeus Bank Group also provided significant support to environmental organizations which protect the environment as a collective-public good and fight to minimize the impact of human intervention. Such organizations are the Environmental Organization for the Wildlife and Nature, "Callisto" and the Hellenic Society Organization for the Study and Protection of the Mediterranean Monk Seal "Mom".

In conclusion, in the context of actions that promote entrepreneurship, the Group supported the organising of important conferences in Greece, which attract the interest of Greek entrepreneurship, such as the annual "The Greek Economy" Conference of the American-Hellenic Chamber of Commerce as well as institutes, professional bodies and business associations which organize seminars, forums and conferences, such as Capital Link and the Entrepreneurship Club.

## **DECLARATION OF VOLUNTEERISM**

The message that defines volunteerism at Piraeus Bank Group is: "I care, I participate, I voluntarily act in initiatives that make a difference in Society, Culture and the Environment".

Through dialogue with partners and access to open information regarding the volunteer actions, the volunteers choose to contribute to meaningful projects related to specific needs and which significantly affect the lives of fellow citizens.

Piraeus Bank has integrated the design and implementation of volunteer actions in the practices of the Human Resources, in cooperation with the Environment Unit and the Piraeus Bank Group Cultural Foundation (PIOP).

## **VOLUNTEER ACTIONS**

With a clear orientation stemming from the Vision and Values of the Group, in 2017, 126 volunteer actions were completed from which 37,268 people as well as 37 bodies were benefited.

Especially in 2017, the Group's «ΕΘελωνΤΕΣ» in Greece in collaboration with the SOS Children's Villages, the NGO "Organisation Earth" and the NGO "BOROUME Saving Food - Saving Lives", offered food and school supplies. The actions were realized with sensitiveness and based on the key pillar of volunteerism, which is to offer to society in order to reduce poverty, eliminate hunger and promote quality education.

We Collected	13.3 Tonnes of Vegetables and other Food Supplies 350 Cases of School Supplies
We Cooked and Offered	3,244 Portions of Food
We Supported a Total of	34,176 People 10 Bodies

## SUPPORTING THE NEW GENERATION AND THE DEVELOPMENT OF YOUNG ENTREPRENEURSHIP

With clear orientation towards maintaining a high level of knowledge in society, towards providing quality education and having a healthy collaboration with educational bodies and associations, by means of the voluntary participation of executives in programs of young entrepreneurship, the Group seeks to help the young (students and graduates) understand the meaning of entrepreneurship and innovation guiding them to correct practices of using business, mortgage and consumer credit.

At the same time, executives of the Bank acted as mentors to pass on their professional experience to young people who are looking for a job.

1. We collaborated with 3 partners:
  - Junior Achievement
  - Future Leaders
  - Job Pairs
2. We supported the following Projects:
  - Banks in action
3. We undertook 36 actions
  - Virtual Business
  - My business
  - Future Leaders
  - Job Pairs
4. 525 beneficiaries, students and graduates

## SOCIAL AND CULTURAL ACTIONS OF PIRAEUS BANK GROUP INTERNATIONAL NETWORK

Piraeus Bank Group invests in Corporate Responsibility and abides by the principles of Sustainable Growth in its international network as well, with initiatives and actions that strengthen society and culture.

### BULGARIA

1. Sponsorship of the "Blagodotel" (benefactor) campaign in collaboration with Unicef. Since 2011, the Bank offers a special series of co-branded cards, the use of which contributes to the gathering of an amount of money which is later reinforced by the Bank, supporting in this way the work of Unicef for children with special social needs.
2. Donations and grants to humanitarian institutions and social offer actions for the support of low income pensioners, children with health problems, with no families, premature births, etc.
3. Participation in the European Money Week organized by the European Banking Federation in March 2017. Bank representatives gave lectures at various tertiary institutions to familiarize students with basic banking terms and activities.
4. Participation in the annual exhibition "Career Days" with the gathering of CVs and provision of professional career opportunities to Bulgarian university graduates.
5. Sponsorships of cultural character aiming at the preservation of social bonds and traditions and the rescue of national, historical and cultural heritage. Piraeus Bank Bulgaria is a sponsor of the action "Wonders of Bulgaria" organised by Standart News Bulgaria.
6. Sponsorships of visual art exhibitions of the Association of Bulgarian Artists.

## ALBANIA

1. Blood donation for the 9th consecutive year in cooperation with the Albanian Red Cross.
2. Gathering goods voluntarily (food, clothes, toys, furniture etc), organising recreational actions and sponsorships to support vulnerable social groups such as the homeless, orphan children, people suffering from incurable diseases or who live under the poverty line, etc. Tirana Bank has steady co-operations to support the humanitarian initiatives of Municipalities and communities, with the Albanian Red Cross, the SOS Children's Villages, the Down Syndrome Albania Foundation, Pediatric Clinic, etc.
3. Financial support for restoration of the historic Seferis building in Korytsa, the exterior refurbishment of a school in the Bunavi region and for the office equipment at the Medical Center in the Shijak region, the Public Health Division in Elbasan and the Saranda Branch of the University of Tirana.
4. Sponsorships of cultural character aiming at the preservation of social bonds and traditions and the rescue of national, historical and cultural heritage.
5. Sponsorship of the business exhibition to stimulate agriculture, cultivation of land and consumption of local products. The Exhibition was organized by the Chamber of Commerce and Industry in collaboration with the Ministry of Agriculture, Food, and Consumer Protection of Albania.
6. Promotion of sports ideals and fair play through the undertaking of sports sponsorships in cooperation with the Albanian Badminton Federation, the Youth Education Division of Korytsa, which organized the Volleyball and Basketball Championship.
7. Sponsorship of the exhibition "Financial Education through Art", organized by Money Week in cooperation the Albanian Association of Banks. Young artists aged 9 worked with the painter Kosta Zhongo and created works of art with the concepts of finance.

## ROMANIA

1. Participation in the charity initiative of Princess Margareta of Romania and of the Special Fund for Children with donation of funds and school equipment so that the children can have access to education and don't abandon school due to financial difficulties.
  2. Voluntary financial support and organizing of recreational events for the support of children from vulnerable social groups.
  3. Encouragement to follow best practices through the website "Curaj Romania" of Piraeus Bank Romania
- ([www.curajromania.ro](http://www.curajromania.ro) and facebook page). The site started in 2012 from a simple idea: to support Romanian athletes participating in the Olympic Games. After the London experience and the spread of the Olympic Ideals, and of values like national unity and collective effort, the great effort for a medal inspired Piraeus Bank Romania to focus on the content of its website on everyday success stories, on people with courage, ambition and social sensitivity who dare, create and inspire the society with their work.

## SERBIA

1. Collection and offering of gifts to youths and children in the Pozarevac, Sabac, Cacak, Zrenjanin, Novi Sad and Valjevo regions.
2. Donation of the Bank and fundraising for the charity organisation "BELhospice" and the initiative that supports the creation of the first centre that helps and comforts last stage cancer patients.
3. Support of education through the sponsorship of the 5th Competition of the Mathematical Grammar School in Belgrade. The students of the school receive distinctions in mathematics, physics and informatics and represent Serbia in the International Science Olympiad.
4. Spreading the sports ideals and fair play through participation in local sports activities and marathon runs for the funding of the Children's Basketball Academy and undertaking of sports sponsorships in cooperation with the National Basketball Team (KSS), the Belgrade Hockey Club and the Basketball Club "Mega Bemax".

## UKRAINE

1. Participation in the 25th Charity Race "Run for Chestnut Tree House", which aims to collect funds for the acquisition of equipment and goods for the Center for Pediatric Cardiology and Cardiac Surgery of the Ministry of Health of Ukraine.
2. Donation of books, goods and one PC to the Cheburashka orphanage as part of the broader social program "Library of Dreams". Piraeus Bank Ukraine donated books and colleagues visited the orphanage, where they spent the day playing, studying and giving gifts to the children.



FRANKFURT BRANCH

1.

Support and encouragement of business actions and synergies between Greece and Germany by participating to Greek-German Business Forums, trade exhibitions etc.
2.

Sponsorships of events that promote Greek Culture and Art.

LONDON BRANCH

1.

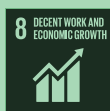
Sponsorship of the Hellenic Bankers Association UK. The HBA\_UK holds a key role in the dialogue for the promotion of the interests of bankers and financial
- professionals of Hellenic origin based in the United Kingdom.

Material Topic

## Financial performance

### Mapping with United Nations Goals

Sustainable Development Goals (SDG)



Assurance by independent  
body (GRI 201-1)

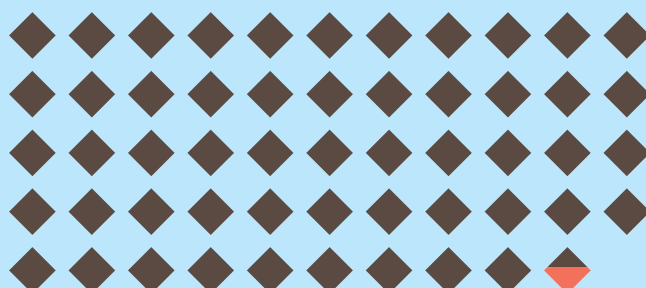


### 2017 Data



2.2 bn

Direct Economic Value created



53%

Economic Value distributed

Of which

1%

regards Corporate  
Responsibility Actions

### Goals



Development of a profitable business model  
with constant improvement of sources of income  
and effectiveness of operation



Contribution to economic recovery  
through the enhancement of private  
entrepreneurship

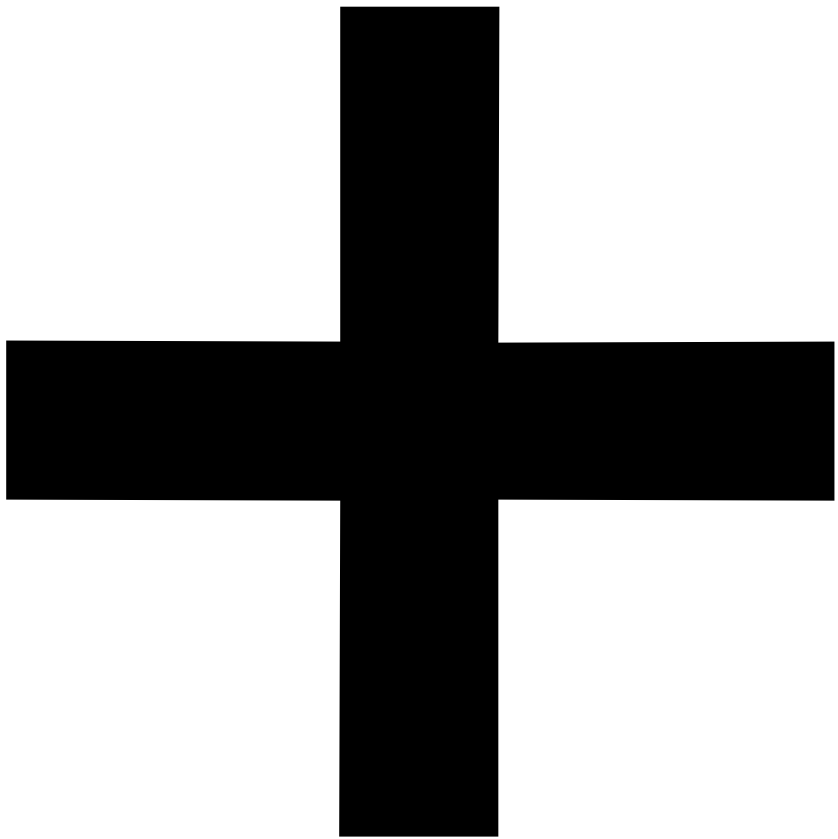


Provision of new financing in excess of €3.0 bn



Implementation of Restructuring Plan

In 2017, Piraeus Bank,  
through the Piraeus Bank  
Cultural Foundation (PIOF),  
increased visitor numbers  
to the areas of its museums.



# *Promotion of Culture*

## **PIRAEUS BANK GROUP CULTURAL FOUNDATION (PIOP)**

The Piraeus Bank Group Cultural Foundation (PIOP) supports the preservation and promotion of the country's cultural heritage, with emphasis on traditional technology and industrial technology, while also promoting the connection between culture and the environment.

## **OPERATIONAL FRAMEWORK AND BASIC STATUTORY GOALS**

PIOP is a public benefit institution, funded for its operation by Piraeus Bank. It designs and implements projects and programs related to culture and the environment, while at the same time, through its actions, it fulfills a significant part of the commitments of the Bank regarding Sustainable Growth practices.

The Foundation aims at the functional interconnection and the balanced promotion of culture and the environment through the action plan of its Museums in the regions of Greece. In this way, PIOP, and by extension the Bank, contribute significantly and effectively to the cultural affairs in Greece.

The Basic Statutory Goals of PIOP are:

1. Provision of well founded information to society regarding the need to protect and preserve the traditional cultural character of Greece and the natural environment, in parallel with its economic growth as well as regarding the application of proper standards to achieve them.
2. The safeguarding, recording and promotion of the tangible and intangible cultural heritage of the country.
3. The recording of the history of the Group through the preservation and organization of its archives.
4. The safeguarding of traditional and industrial technologies of the country, the recording of their history and the contribution to the research on traditional technology and industrial archaeology.
5. The contribution to the cultural and economic development of the country through research, promotion and utilization of its cultural reserve.
6. The protection and management of the natural, urban and cultural environment.
7. The preservation and promotion of the landscape in the context of the principles of sustainable growth and the diffusion of environmental and social awareness to citizens and relevant institutions.

The Achievement of the Statutory Goals of PIOP is promoted through:

1. The creation and management of an extensive network of thematic technological museums in the regions of Greece. These museums do not belong to the Foundation or the Bank but to the Local Authorities or the Greek State. The Foundation, on the basis of program contracts, takes over the responsibility of their exemplary operation, their total expenses, as well as the maintenance of their buildings and collections. The responsibility for these obligations may return to their owners, upon their will, after a specific time period.
2. The realization of research programs and the serving of the research needs of the scientific community.
3. The preservation of a Historical Archive connected to the economic, banking, industrial and agricultural history of Greece and its promotion to special groups and the general public.
4. The publication of scientific works.
5. The organising of cultural actions.
6. The reinforcement of rescue actions.
7. The involvement of PIOP in the public dialogue for the shaping of strategies in the field of culture.

## PIOP'S COMMUNICATION STRATEGY

The communication strategy of the Foundation regarding the diffusion of informational material for its actions is defined by its organic relation with the financial institution that funds it, the legal status under which it operates, its distinctive theme and its statutory goals. In this framework, communication with the wider public regarding the results of the Foundation's work and of its importance can be accomplished with any available means: lectures, seminars, conferences, exhibitions, films, periodicals and book publications, organisation and rescue of archives and use of all modern communication mediums or any other activities that serve the objectives of the Foundation.

The upgrade and operation of the Foundation's website *www.piop.gr*, is constant. The website operates with contemporary technical capabilities and with a format comparable to that of the largest foundations and museums worldwide.

In this context, PIOP has completed the planning and has began the implementation of a strategic plan for the creation and support of local communities on social networking sites in relation to the Museums of its Network, the Historical Archive as well as educational programs and other PIOP actions. It also continues to promote the historical reserve of its Historical Archive, organising academic courses (on museology and cultural management), thematic tours, seminars and conferences.

In the context of the promotion of the Foundation to the general public, in 2017, PIOP renewed its cooperation with OTE TV for the broadcasting of PIOP's documentaries, as well as of films from the Historical Archive.

The Foundation publishes a bimonthly action plan on its site (*www.piop.gr*).

PIOP upheld for yet another year the high standards regarding its operation and the services it provides to the Greek society despite the objective difficulties of the current economic circumstances.

There was a significant increase of the actions of the Foundation in the regions of Greece, in Athens and Thessaloniki, while at the same time, PIOP enhanced the operation of the Museum Network in the regions of Greece.



**PIOP Communication Map**

### Scientific Associations

Bodies related to PIOP's scope of activities:  
ICOM, EMA, TICCIH, TIMS, Technical  
Chamber of Greece, ICOMOS, DIAZOMA

### Piraeus Bank Group Employees

### Ministry of Education, Research and Religion

Universities, Regional Education  
Directorates, Environmental  
Education Centres, Schools

### European Union

International & Greek Universities  
Educational Institutions & Research Agencies

### Ministry of Environment & Energy

### Local Communities of Industrial Areas in Athens and the Greek Periphery

Local Authorities, local cultural  
and other bodies

### International & Greek Archive Agencies

GSA, Society of Greek Archivists  
(participation in the BoD-Business  
Archives Committee) EABH, ICA, Business  
Archives Council, ESEH, NCPH, EURHO, JSTOR

### Ministry of Finance

Directorate of National Endowments

Partnerships for the support  
of entrepreneurship  
in cultural and creative  
industries (CCIs)

### Museums

National Archaeological Museum of Athens  
China National Silk Museum

### Hellenic Ministry of Culture & Sports

### The Ministry of Economy and Development

The Specialized Management Authority  
of the Operational Program  
“Competitiveness, Entrepreneurship  
and Innovation” (EPAnEK)

### Print and electronic media

International & Greek scientific, research and communication institutions

Actions on a central management level

Actions on a regional management level

*PIOP collaborations and synergies*



**314,844**  
74% free of charge

**11** exhibitions  
**117** cultural actions  
**83** educational actions for minors  
**22** regular educational actions

**8** new publications  
**1,901** volumes donated  
**109** educational folders delivered to schools  
**1,470** volumes (14 titles) as university textbooks

**182** educational actions for minors  
**34** regular educational programs

**180** cultural actions  
(**14** exhibitions, **166** events)  
**133** partnerships with other institutions

**4,715** beneficiaries

**10,096** beneficiaries

Library

Publications

Historical Archive

Actions in Athens and Thessaloniki

PIOP Museum Network Actions

Education

Museum Visitors

**PIOP actions**

## SCIENTIFIC AND EXPERIENTIAL ACTIONS

The organising of scientific and experiential actions, with emphasis on the production of new and the promotion or popularising of previous research findings, is of great importance and is undertaken in a manner that allows the local communities to utilise the cultural reserve they possess, in the direction of self-knowledge and of their cultural and economic growth.

PIOP measures and analyses the effect of its actions on the public through:

1. The systematic collection of data/visits related to the museums of its network.
2. The keeping of visitor books at the museums of the Network.
3. The systematic recording of requests, comments and complaints, through the process of the PIOP Quality Management System.
4. The response to written requests and constant communication with all interested parties.
5. The organising of visitor satisfaction surveys for its museums.  
The results of the quantitative analysis of 2,190 questionnaires indicates that:
  - 94.3% of PIOP Museum visitors assessed their overall experience as excellent or very good.
  - 80.1% of visitors are very likely or likely to recommend the Museum to friends and relatives.
  - 62.1% of visitors stated that their choice to visit the region was very much or significantly influenced by the presence of the Museum.
  - 79.4% of visitors stated that they consider very or quite important that a financial institution operates a Cultural Foundation and through it a Museum Network.
6. The quantitative and qualitative analysis of its website visitors.
7. The monitoring of the recipients' response to the electronic newsletter "piopnews".
8. The consistent press clipping and archive keeping of articles aimed at understanding the effect of PIOP's actions. In 2017, PIOP actions received media coverage through 2,179 articles (58% more than in 2016).
9. The use of the questionnaire "Your Voice Matters" and the annual qualitative and quantitative analysis of the findings of relevant satisfaction survey of the beneficiaries of the Historical Archive actions. The results of the quantitative analysis of 803 questionnaires in 2017 indicated a 97.51% satisfaction rate (3% increase in the satisfaction rate).
10. The operation of a special platform to monitor research requests made to the Historical Archive. Indicatively, the requests were related to the Greek economic reconstruction – Central Loan Committee (CLC), Economic Development Financing Organization (EDFO), Agricultural Bank of Greece (AGB) Archives– to Greek tourism development, the issue of the Agricultural Bank of Greece cooperatives, with a geographical focus on Crete, Magnisia and Rhodes.
11. The design and deployment of research projects to assess the social and economic impacts of PIOP Museums' Network.

## NEW PLANNING PERIOD

2017 was the fourth year of the implementation and execution of the four-year plan of the thematic reorientation, development and activation of PIOP, which began in 2013. The implementation was realised based on the capitalisation of PIOP's experience and expertise, gained during the previous years of operation, and the accumulated experience since the first year of the implementation of the program. By integrating the dynamic that has been developed – mainly through: a) the new NSRF 2014-2020, b) the "Creative Europe" program of the European Commission, c) the "Horizon 2020" program, d) the "INTERREG 2014-2020" and "Balkan-Med 2014-2020" programs and e) the UNESCO Action Plan – and by including the environment in its statutory goals, PIOP closely monitors the prospects that arise in the fields of culture and environment, in Greece and internationally.

In this way, the operational interconnection and the promotion of the fields of culture and the environment are being designed, through the action plan of PIOP Museums and through new thematic priorities such as "Cultural Landscapes" and "Historic Centres", thus intensifying the already close cooperation with the Environment Unit of Piraeus Bank and other institutions in Greece. In addition, 2013 marked the beginning of the effort to reorganize PIOP's Historical Archive, in line with international good practices and increase its extroversion.

## EUROPEAN PROGRAMS

1. Implementation of the 3-year "Pluggable Social Platform for Heritage Awareness and Participation (Pluggy)" research program, in the context of the Call H2020-SC6-CULT-COOP-8-2016 "Virtual museums and social platform on Europe and digital heritage, memory, identity and cultural interaction" of the European funding program Horizon 2020, in cooperation with the Institute of Communication and Computer Systems (ICCS) of the National Technical University of Athens, the Imperial College London, the University of Malaga and five more European academic and scientific institutions. The program secures the funding of a research project which aims to create a virtual museum that will extend beyond the limits of the traditional museum.
2. "CULDILE": PIOP participated in this proposal through its Historical Archive in cooperation with the National Center for Scientific Research "Demokritos" (NCSR "Demokritos") and the IT companies DOTSOFT and HONEST Partners. The aim of the proposal is to develop an integrated software system for enhanced image capturing and understanding of cultural documents. The proposal has been approved, with Foundation funding amounting €85,000.
3. "Museum Sites": PIOP participated in this proposal in cooperation with the Department of Product and Systems Design Engineering of the University of the Aegean and the IT companies Geospatial Enabling Technologies (GET) and Dotsoft. The aim of the proposal is to connect the three thematic PIOP Museums in the Aegean with the architectural heritage of their settlements and to promote their intangible industrial/craftsmanship technology traditions, utilizing interactive gaming applications. The proposal has been approved, with Foundation funding amounting €127,800.
4. "e-Tracer": PIOP participated in this proposal in cooperation with the Information Technologies Institute (ITI) of the Centre of Research and Technology Hellas (CERTH) (an NGO under the auspices of the Greek Secretariat of Research and Technology) with its head office located in Thessaloniki and with the companies TETRAGON and EGNATIA ODOS S.A. The aim of the proposal is to design and develop a system which utilizes innovative technologies for the spatiotemporal connection of multiple locations and events of environmental, cultural and tourist interest, thus enabling users to schedule and experience integrated touristic routes and tours as they travel along Egnatia Motorway. The proposal has been approved, with Foundation funding amounting €70,000.
5. PIOP will be participating as an Associated Partner in the "RURITAGE – Rural regeneration through systemic heritage-led strategies" project of the EU "Horizon 2020- SC5-21-2016-2017: Cultural heritage as a driver for sustainable growth" program. The RURITAGE project aims towards the creation of a new paradigm of rural regeneration, that will be able to transform agricultural areas into showcasing labs of sustainable development, through the enhancement of the cultural and physical heritage dynamics. 30 Southern European agencies are participating in the project, which is expected to commence in mid-2018.

## CULTURE, ENVIRONMENT AND CORPORATE RESPONSIBILITY PRINCIPLES

In the framework of harmonising its operation and procedures with the environmental ethics of Piraeus Bank, PIOP has already completed the certification of its buildings according to EMAS (Eco-Management and Audit Scheme) and ISO 14001. In 2017, in the context of the approved environmental programs of the Foundation, the implementation of a series of energy studies and targeted interventions was promoted regarding building and electromechanical equipment of PIOP's Museums and its buildings in Athens, aimed at improving their energy efficiency and by extension, reducing the environmental footprint of the Group.

The 4th Environmental Statement of the Foundation was verified, according to the requirements of EMAS Regulation, by the Cyprus Certification Company, with environmental verifier registration number EMAS ELV-0009 (Accreditation Certificate Number 549) on 11.09.2017. The Foundation, according to 50486/1466/27.10.2014 Ministerial Decree, had already been registered to the Greek EMAS Register with the registration number EL-000110.

Additionally, PIOP's Environmental and Energy Management System has received the following certificates by the Cyprus Certification Company [Reg. no. EMAS ELV-0009 (Accreditation Certificate Number 549)]:

- |   |                          |
|---|--------------------------|
| 1. CYS EN ISO 14001:2015, No. ES.N.14.007 | 3. IQNet CY. ES.N.14.007 |
| 2. CYS EN ISO 50001:2011, No. EMS.17.001  |                          |

Further integration of the Sustainable Development principles of Piraeus Bank Group in the operation of PIOP was pursued with consistency, again in 2017. More specifically the following were realised:

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Continuous monitoring of environmental performance indices, in the context of PIOP's Environmental Management System.</li> <li>2. Update of the certification of PIOP according to EN ISO 9001:2015 to cover all fields of activity of PIOP, update of the regulation and extension of the managerial adequacy of the Foundation to cover new</li> </ol> | <ol style="list-style-type: none"> <li>thematic priorities: the publications, the library and the Historical Archive.</li> <li>3. Design of Sustainable Management System for PIOP events with certification EN ISO 20121:2012.</li> <li>4. Training of employees (more than 1,015 hours of training for all 99 employees of the Foundation).</li> </ol> |
|--|--|

The ever increasing participation of the employees of the Foundation in the adoption of the Sustainable Development practices of the Group is achieved through their constant updating for the developments regarding all relevant actions and public accountability.

In addition:

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. The voluntary contribution of 60 employees of the Group was mobilised in the context of the existing Volunteer Group of the Historical Archive of PIOP (Athens and Northern Greece) with a 6-hour program.</li> </ol> | <ol style="list-style-type: none"> <li>2. 2 employees volunteered for 144 hours to contribute to the work of the Aegean Team towards the Aegean communities.</li> </ol> |
|---|---|

## PROMOTION OF THE INTANGIBLE CULTURAL HERITAGE

The safeguarding, promotion and study of the intangible cultural heritage of Greece are basic thematic axes of the Foundation. In this context, the Foundation has supported scientifically and contributed decisively to the first two inscriptions of intangible cultural heritage elements of the country to the UNESCO's Representative List of Intangible Cultural Heritage of Humanity. These are: a) the know-how of mastic cultivation in Chios, which was the first national nomination listed, from the Intergovernmental Committee of the UNESCO Convention for the Safeguarding of Intangible Cultural Heritage, in its annual conference (Paris, 24-28 November 2014) and b) the Tinian Marble Craftmanship, which was listed after the General Conference of the Convention for the Safeguarding of Intangible Cultural Heritage, in its 10th Annual Session (Namibia, 30 November – 4 December 2015).

These two elements of intangible cultural heritage of Greece are presented in two Museums of PIOP's Network; the Museum of Chios Mastic in Chios, and the Museum of Marble Crafts in Tinos. In this way, PIOP contributes meaningfully to the promotion of intangible cultural heritage as well as to the support of the regions that host the Museums of its Network. For this reason, in recognition of its contribution to the promotion of intangible cultural heritage of the country and for the advancement of the country's cultural capital, PIOP received accreditation from the General Assembly of State Parties of UNESCO Convention for the Safeguarding of Intangible Cultural Heritage in order to operate as advisor and consultant towards the Intergovernmental Committee of the Convention.

In the same framework, a research program was implemented to record the local dialect of Ioannina. The research program was included in the efforts to connect the Museum of Silversmithing at Ioannina with the local community with the aim of promoting the region's intangible cultural heritage. In the context of the program, the linguistic and historical recording of the Ioannina dialect as well as oral interviews of local inhabitants were undertaken.

At the same time, 23 specialized actions were held at the Foundation's Museums with the aim of promoting intangible cultural heritage.

## CULTURE AND ENTREPRENEURSHIP

In the context of the alignment of PIOP with the new orientation axis of the European Union regarding the interconnection of culture with entrepreneurship, through Cultural Industries, the Foundation realised the following actions during 2016:

1. Participation in the Corallia Network and specifically in gi-Cluster, the first cluster of creative industries formed in Greece. Several companies, academic and research institutions active in the field of Gaming and Creative Technologies and Applications Industry join forces in the Network to create "a domestic, industry-led value-chain developing high-tech, state-of-the-art competitive products for the international market". Corallia Clusters Initiative is a Unit of the "Athena" Research and Innovation Centre in Information, Communication and Knowledge Technologies that operates under the auspices of the General Secretariat of Research and Technology of the Ministry of Education, Research and Religion.
2. Organizing of the 6th cycle of the Business Accelerator, in cooperation with the INNOVATHENS Hub of Innovation & Entrepreneurship of Technopolis (Municipality of Athens) and of a parallel series of informative and networking events, for the second time in Greece under the theme of "Creative and Cultural Industries". The 6th cycle is a 3-month program of enhancing business activity in the fields of creative and cultural industries through an accelerated course providing free of charge advice. Following the evaluation of 26 applications, 16 were included in the program. The selection criteria were:
  - the innovative nature of the idea combined with its feasibility;
  - the relation of the candidates with the object of their proposal;
  - the complementarity and maturity of the team,
  - the level of maturity and competitiveness in the targeted market; and
  - the feasibility estimate of the project and of raising funds.
3. Cooperation between PIOP and the non-profit organization "Aelia – Working Life Lab" for the realization of the "Create Professionally" action aimed at providing career empowerment to professionals in the Cultural & Creative Industries in the cities of Ioannina, Chios and Volos. The program was based on parallel support on four levels: training, awareness-activation, advisory and networking and included the provision and development of knowledge tools, information, skills development and network/community creation. In particular, the program:
  - Focused on two missions of two-three days in each city, in order to conduct individual Counseling Discussions and implement the Educational Program which consisted of four Educational Workshops of three hours each, as well as additional educational actions.
  - Was decisively completed throughout the program's duration with personalized support through remote consultation and networking contacts.
  - Was completed with the formation of an active community of beneficiaries aiming towards the dissemination and exchange of knowledge, experience and possible collaborations.
  - The training Workshops were completed with special actions directed at agencies or professionals active in promoting culture and at tourism professionals and organized in cooperation with Municipalities, local agencies and the program's partners at each location.
  - The training stage was completed with 81 and 44 beneficiaries having attended the training workshops and special actions respectively at the three cities, while the Consultative and Networking stages were completed with the networking community numbering 51 active members.

## MUSEUMS' NETWORK

PIOP ensures the sustainability and European-standard operation of a Museums' Network in the regions of Greece. The coordinated actions of the Foundation are constantly enriched by the new knowledge and the developments in the cultural centres in Greece and Europe. The operation of the Museums' Network and the coordinated actions of PIOP in all its buildings contribute significantly to: a) the promotion of Greek cultural heritage and the interconnection of culture with the environment and sustainable growth, b) the promotion of the traditional crafts and the intangible cultural heritage of Greece, supporting employment, economic and tourist activity and the general development of local communities, and c) the creation of areas of culture and life-long learning by organising cultural, scientific and educational actions.

The Museums' Network serves PIOP's fundamental objective for the safeguarding and promotion of the country's productive history, with emphasis on traditional technology and industrial heritage.

The Network consists of nine thematic technological museums where the local crafts and industrial traditions are preserved and promoted, along with the tangible and intangible cultural heritage:

- |   |   |
|---|---|
| 1. Silk Museum (Soufli);  | 6. Museum of Marble Crafts (Pyrgos, Tinos); |
| 2. Open-Air Water Power Museum (Dimitsana);                                       | 7. Environment Museum (Stymphalia);         |
| 3. Museum of the Olive and Greek Olive Oil (Sparta);                              | 8. Chios Mastic Museum (Pyrgi, Chios); and  |
| 4. Museum of Industrial Olive Oil Production of Lesvos (Aghia Paraskevi, Lesvos); | 9. Silversmithing Museum (Ioannina).        |
| 5. Rooftile and Brickworks Museum N. & S. Tsalapatas (Volos);                     |   |

PIOP ensures the sustainability and smooth operation of the Museums of the Network covering the sum of their operating expenses and ensuring proper management based on a centralised management system.

At the same time, the Museums have dedicated monitoring committees, with the participation of local partners and representatives of the Ministry of Culture and Sports. The smooth operation of the Museums includes dealing with all routine and unexpected management issues: maintenance and/or expansion works, event support, management and enrichment of Museum Shops and cafes and the further enrichment of the collections (data-base management, maintenance-storage, support, digital applications etc).

With the operation of the Museums' Network, besides the increase of tourism in remote or island regions, PIOP also contributes to the economic development of local communities by creating jobs, while at the same time, procures from the local market the greater part of the goods and products sold in the cafes and Museum shops. The personnel of the Museums (41 people) resides in the area of each Museum's operation and is periodically trained, thus the services offered to visitors are upgraded constantly (reception of people with vision problems, assisting visitors with the use of audio tour guides, emergency evacuation procedures etc).

Visits to the Museums' Network reached 314,844 in 2017 (270,771 Greek and 44,073 foreign visitors). 74% of these visits was free of charge. It is noted that despite the economic crisis (and the consequent crisis in culture), PIOP's Museums had a 43.2% increase in the number of visitors, compared to 2016. Taking into account that the two new PIOP Museums only operated during the second half of 2016, it is noteworthy that the increase in the number of visitors to the previously existing seven Museums was 18.3%. The number of visitors is connected to the support of the local communities, which recognize the benefits of the promotion of their cultural identity and the enhancement of the local economy, as well as to the constant renewal of the cultural actions through periodic exhibitions, lectures, conferences and several other events.

All the Museums of the Foundation have Multipurpose Halls that constitute vibrant cultural cells, hosting educational programs, exhibitions, lectures, seminars and other events. The Halls are a valuable asset for the operation of the Museums' Network, for the interconnection with the local communities and for the broader promotion of the Foundation. The events that take place in these Halls are organised and coordinated primarily by the Foundation, while depending on the situation, they are offered for the activities of third parties, mainly in the context of servicing the needs of local communities.

The organising of high-standard cultural events in the Multipurpose Halls of the Museums' Network aims at their establishment as centres of cultural production in the regions of Greece and as everyday areas for the local communities. The Foundation organises artistic and scientific actions that correspond to the character of each Museum or are presented to all Museums, while it often collaborates with local institutions and/or offers the use of the Halls for the hosting of events, the organising of which is assumed by those institutions. Specifically, in 2017 182 educational actions and programs, 180 cultural actions (14 exhibitions and 166 cultural events) and 133 collaborations with third party institutions were organised, based on the thematic axes of PIOP.

The social role of the Museums is multifaceted. Apart from their key role in promoting cultural goods, they are called upon to sensitise the public and safeguard the cultural heritage for future generations. In addition, the Museums contribute to the economy of the regions where they are located.

The economic impact is not limited to the activities during the construction of the building infrastructures and the jobs related to the personnel of a Museum (direct impact). There are also revenues and employment for the sectors that participate in the supply chain of the Museum with goods and services (indirect impact). In addition, revenues created directly or indirectly are channeled to consumption, thus creating further activity for the economy as a whole (induced impact). Finally, their operation as cultural sites contributes to the upgrade of the image of the wider area and attracts visitors, leading to an increase in tourism and in demand of products and services offered in the specific areas (catalytic impact).

In the context of a special research study conducted by PIOP, in cooperation with the Foundation for Economic & Industrial Research (IOBE), regarding the social and economic impact of the Museums of the Foundation on a local level, interesting results were produced that show and quantify their impact on local communities. For each of the Museums belonging to PIOP's Network, the study examines direct, indirect, induced and catalytic impacts from their operation in terms of economic activity and employment, at a local level and for the country as a whole, with the use of a suitably adapted model of inflows-outflows for the Greek economy.

The Museums' Network under PIOP's management, besides of the permanent exhibitions, also accommodates cultural events, contributing further to the improvement of the quality of life of local communities.

The extent and importance of the contribution of the Museums to the local societies are best understood taking into consideration the economic characteristics of the areas in which they operate. Specifically, with the exception of the Museums in Ioannina and Volos, most Museums are located outside the urban centres of the country, in municipalities with populations below 100,000 inhabitants. In addition, 8 out of 9 municipalities with PIOP Museums have lower per capita income in relation to the national average and lower number of employed per thousand inhabitants.

The contribution of the museums to the economy is connected with their ability to attract visitors. It should be noted that despite the economic crisis (and the consequent crisis in culture), PIOP's Museums have had a consecutive annual increase in visitor numbers. In 2016 approximately 220,000 people visited the Museums of PIOP, noting an increase of 14.25% in relation to 2015 while in 2017 the number rose by 43.2% versus 2016, exceeding 314,000 visitors.

In 2016, PIOP commissioned the Foundation for Economic & Industrial Research (IOBE) to conduct a special research study regarding the social and economic impact of the Museums of the Foundation at a local level. By applying the Leontief inflow-outflow model, specially designed for the financial data, the central, peripheral and local economies and administrative structures, it developed a method of calculating the direct, indirect, induced and catalytic impacts from the Museums' operation at a local level.

The results of the study prove and quantify this contribution in specific sectors:

1. An increase in the revenues from tourism in the corresponding areas of the country (for 2016, at least €5.5 mn with a conservative estimation of the catalytic impact, and with a more optimistic estimate of the catalytic impact, up to €11.3 mn.).
2. Impact of the activities of the Museums to the GDP of the country (for 2016: without taking into consideration the catalytic impact, reaches €4.3 mn, while in terms of employment it amounts to 103 job positions. In the conservative estimation of the catalytic impact, the total contribution of the Museums to the GDP of Greece transcends €13.4 mn, while in the optimistic estimation it reaches €23 mn.).
3. Contribution of the Museums to employment (for 2016: based on the conservative estimate of the catalytic impact reaches 345 jobs. In the more optimistic estimate, the respective contribution reaches 600 jobs.).

Based on the above data and given the rising trend in visitor numbers to PIOP's Network of Museums the aforementioned amounts are expected to show an equivalent rising trend in the coming years.

Finally, the Museums also contribute to the economy of the country during their construction. Using the most recent example of the Museum of Silversmithing, the total impact of its construction to the economy of the Municipality of Ioannina reached €7.8 mn in terms of GDP, and €10.6 mn for the whole country. In terms of employment, the construction of the Museum led to the creation of 236 jobs in Ioannina and 284 jobs in all of Greece.

## HISTORICAL ARCHIVE

During 2017, the premises of the Historical Archive hosted 11 scientific meetings, 38 educational actions, 9 scientific exhibitions, 12 artistic events and 23 film screenings.

The Historical Archive operates with the same statutory objectives as those of the Piraeus Bank Group Cultural Foundation, contributing to the Group's corporate responsibility on issues of transparency and social influence. The Historical Archive of PIOP houses the archives of important Greek banks, which were absorbed by Piraeus Bank Group in the past, as well as archives of institutions and businesses that were connected with these Banks during their historical course. It holds 7 bank archives, 5 archives of state economic organisations, 55 archives of businesses, 4 private archives and 3 archives of collective bodies. The central question one could address to the sum of the material kept in PIOP's HA regards the development of Greece during the 20th century, in the economy of the country as a whole and in its individual regions.

The aim of the Historical Archive's operation is the development of an archival institution which operates with the highest organizational and operational standards, constantly accessible and inviting to multiple recipient groups, promoting the value of preserving the collective memory of society by utilizing the archival sources. Aiming to provide the best possible diffusion of public history and to enhance cultural history, the Historical Archive is not addressed only to the research and academic community but to the total of the educational and artistic community, the personnel of Piraeus Bank Group, the local communities and in particular to the wider public, providing integrated services and a multi-faceted range of events over the past four years. The actions held at the Historical Archive constitute it a key research point and aim to constantly place it on the cultural map of Athens. Indicatively, the beneficiaries from the operation of the Historical Archive during 2017 numbered 4,715 people (researchers and general public of various categories, according to the verification systems of reservations for the actions and of user satisfaction of the Archive).

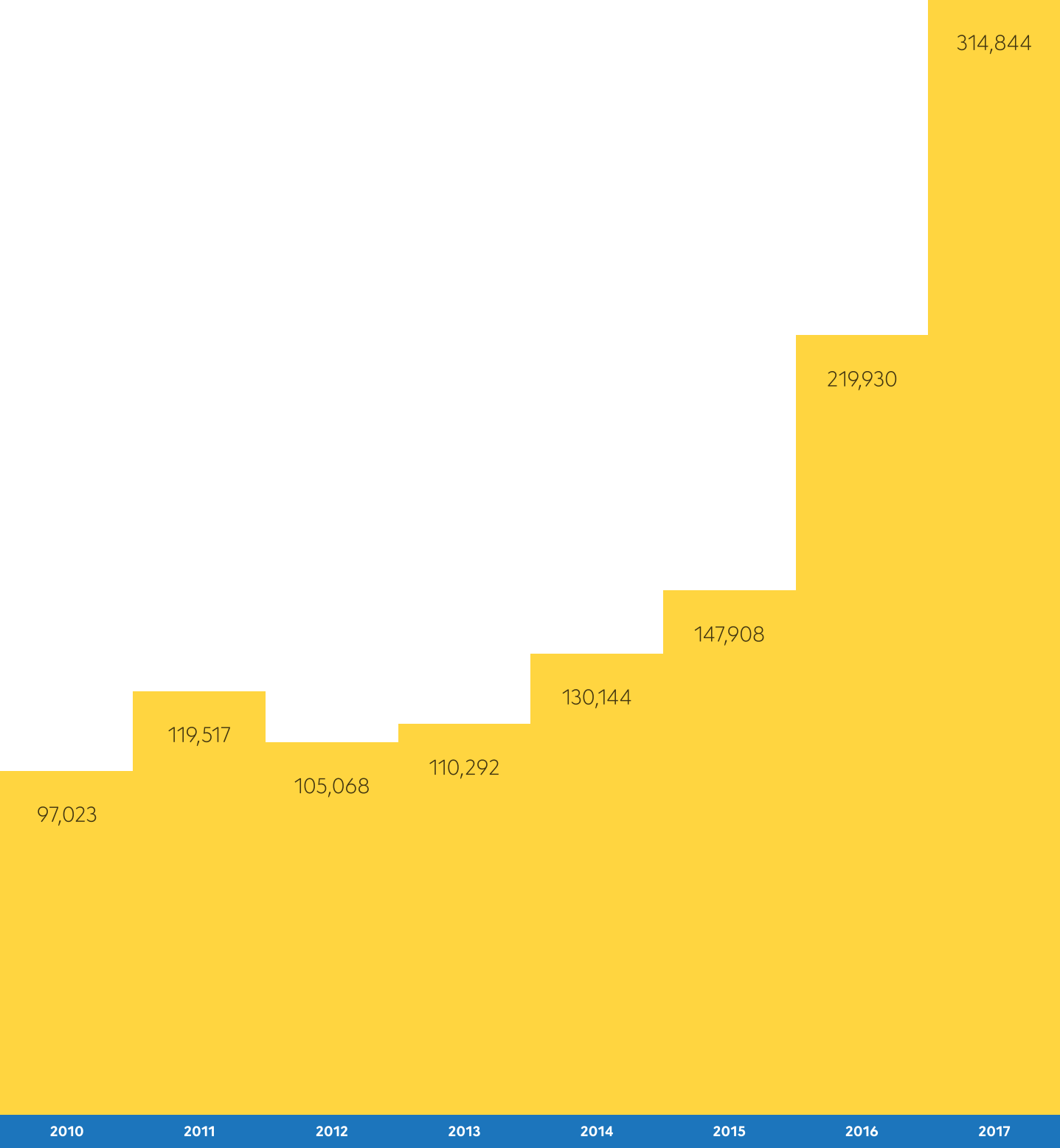
The key elements of PIOP's cultural management of the archival cultural reserve it holds are the maintenance of a consistent (regarding its goal-setting and its connection with this reserve) and distinct character among its peers, as well as the wide diffusion of knowledge, the complementarity of stimuli towards its recipients, the accessibility of its background and the implementation of international good practices (Quality ISO, Event Sustainability Management ISO, Disaster Response Plan for spaces holding cultural capital resources, EMAS Certification, civil properties insurance and insurance for cultural material) bringing HA in the forefront at national and European levels.

In detail, during 2017, distinct actions were performed in the following sets:

### Archival Work

1. Inventory of volume: the material surpasses 18,000 linear meters, which shows a 4.2% increase compared to the previous year and an 80% increase compared to the beginning of HA's reorganisation.
2. Management of Archives:
  - Autopsy, clearing and receipt of semi-active and





*Number of visitors at PIOP Museum Network*

- historical archive: 816.4 linear meters, 325 VHS tapes, 190 audio cassettes, 1,017 books, receipt and recording of loaned Chios Mastiha Growers Association material: 650 cases.
  - Processing: 192,62 linear meters.
  - Donations: one folder, 3 archival boxes, 24 books.
- 3. Organising of the recording of archives/collections that was conducted for the composition and issuing of a complete catalogue of collections existing in PIOP's Historical Archive.
- 4. Management of artefacts' collection: 1,584 objects in total.
- 5. Completion of the creation of data series/bodies of information.
- 6. New archival descriptions on PIOP's website (30).
- 7. Works for the preservation of paper material:
  - interventional maintenance (146 documents, 35 books, 5 ledgers, 13 photographs, 1 topographic plan, 1 architectural plan);
  - initial rescue measures-fumigation (28 pallets);
  - preventive maintenance; and
  - editing work for exhibition material.
- 8. Users' service: 150 requests: 107 for the historical and 43 for the semi-active archive (mainly on behalf of ETVA Industrial Parks SA). The external researchers comprise

two equally numbered teams of postgraduate students and mature researchers: the economic reconstruction of the country is a key research point [Central Loan Committee (CLC), Economic Development Financing Organization (EDFO), Agricultural Bank of Greece (AGB) Archives] as is tourism development, while some interest has been expressed regarding the issue of AGB cooperatives, which from a geographical point of view was focused in Crete, Magnesia and Rhodes. 45 related research queries were served by phone.

- 9. Enrichment of the internal Historical Archives Special Library, which aims to assist user research in the HA as well as employees in their work and regards rare books (subtotal of archival collections) and themes that coincide with the HA's research themes. This material is part of PIOP Library's catalogue. In 2017, 115 books were acquired.
- 10. "The Library of Greece in the 20th Century": 100 titles from contemporary history in the Greek language are available to café ARHEION customers for overview and reading – an effort by PIOP to cultivate book-reading and by the HA to contribute to public history while also upgrading the café area to a cultural dining area.

## Research Work/Knowledge Mining

- 1. Research into HA user service in the context of PIOP's "Open Archive" policy (and the limitations it creates).
- 2. Design of an Economic/Social History Yearbook publication with emphasis on industrial and agricultural development in Greece in the 20th Century (temporary title: Development in Greece in the 20th Century).
- 3. Research into the required preparations for theatrical performances (theatre-documentary) to be developed and presented in PIOP's HA.
- 4. Update/completion of the list of research topics covered by PIOP's HA for the information of the academic and research community.
- 5. An economic history report which will provide information about the development of the Greek economy in the 20<sup>th</sup> century as well as presenting the role of the most important financial institutions (acquired by Piraeus Bank Group) in the Greek economy.
- 6. "Economic restructuring of post-war Greece" with indicative subcategories: "Economic restructuring of the Region of Magnesia", "Archaeological reserve and economic restructuring", "Health and interventional state policies in post-war Greece and the first

postwar years for the agricultural population", "The development of Greek tourism after the war" etc.

- 7. Productive history of Northern Greece.
- 8. Physical remodeling historical issues related to banks integrated into Piraeus Bank Group for the requirements of the relevant scientific article in an international journal [the European Association for Banking History e.V. (EABH)].
- 9. Compilation and updating of research folders related to studies on productive sectors such as tourism, shipping, the textile industry, the flour-milling industry or areas and themes such as the history of the environment, the cooperative agricultural movement and the agricultural industries, for the production of relevant cultural products and the promotion of relevant co-operations with other institutions.
- 10. Scientific preparation (selection of sub-themes/archival material) and pilot implementation of educational programs for children in relation to nature and the work of the HA, aiming at familiarizing them with issues of collective memory, history and the role of archival institutions.

## Events

- 1. Scientific meetings (11 implemented + 2 under implementation), periodic scientific exhibitions in the context of scientific actions (9+2).
- 2. Artistic actions (visual art exhibitions-5, theatrical/musical -7), screenings (23 in total; 17 special and 6 summer screenings).
- 3. Participation in international celebrations (2).
- 4. Thematic tours of the general public and the Group's employees, accommodation in the areas of the HA's building complex and support of PIOP events.
- 5. Accommodation of events of third parties with use and content prerequisites.

Scientific meetings

Open lessons in the History of Greece during the 20<sup>th</sup> century

Educational actions for schools

Life-long learning programs

Workshops of creative activities for adults, children, families and seniors

Periodic scientific exhibitions

Artistic actions

Thematic tours

Informative events

Organising of events by third parties  
in the Historic Archives Halls

***Range of activities at PIOP H.A.***

## Education

1. Design of educational activities for schools:
  - "One day in the Archive", for primary and secondary schools, aimed at the familiarization of students with historical sources, collective memory, history, archival science, conservation and the role of archival institutions;
  - "History from the sources" (for junior and senior high schools); and
  - "Our Archive" local history programs.
2. Sending of educational package ("suitcase of the archive") to distant schools, upon their request, with information on local history. The "suitcase" also promotes the principles of archival studies, historical research and the preservation of paper materials, providing the relevant tools and methods as well as information on career orientation.
3. Preparation of a History Student Conference on the topic of Greece in the 20<sup>th</sup> century in cooperation with Doukas School, aiming to be held on an annual basis. The action is targeted at senior high school students in Athens (10 annually) and aims to raise student awareness about history and historical research.

## LIBRARY

PIOP's Library includes book collections deriving from the libraries of Greek banks integrated into Piraeus Bank Group. The Library has approximately 59,000 Greek and foreign books and more than 132,000 issues of periodical publications while it is being constantly enriched to serve the needs of the research and the academic communities. The acquisition of material (monographs, periodical publications, educational programs) is achieved through purchases and exchanges with similar institutions (in 2017, 1,437 new titles were acquired and 16 subscriptions of foreign-language scientific journals were maintained). The Library holds titles related to the fields of research and activity of the Piraeus Bank Group Cultural Foundation and of Piraeus Bank Group in a broader sense. These include: industrial archaeology, economic and social history, history of technology, geotechnical and environmental issues, museology, cultural management, anthropology, folklore studies, ethnology, financial, banking and economic issues, agricultural economics and politics.

The Library's reading room offers wifi connection and free access to electronic databases containing scientific findings of completed PIOP research programs:

1. Information regarding technology from Archives and Libraries of Venice (the result of a research program on technology in Greek regions under Venetian rule, in cooperation with the Greek Institute of Byzantine and Post-Byzantine Studies of Venice).
2. Greek musical instruments (the result of a research program in cooperation with the Department of Music Iconography of the School of Fine Arts of the Aristotle University of Thessaloniki).

Library users may have access to part of its catalogue electronically, visit its premises and participate in actions it organises (seminars, educational programs, theatrical performances and workshops for children and adults). PIOP's Library is a lending library for Piraeus Group employees, while the existing cooperation with the Kallithea Public Library has been expanded in order that the latter can lend books to the Group's employees.

PIOP's Library also features a Children's Section, with a collection of classic and contemporary children's stories, novels for children and youths by Greek and foreign authors, as well as books of a more general interest and encyclopaedic nature, all of which are available to children aged between four and twelve years old. The Children's Sector also hosts PIOP's regular Educational Programmes, held by a Library employee (31 programs in 2017).

In the context of its activities and its active participation in the area's cultural events, the Library organizes a variety of actions in cooperation with other institutions. More specifically, in 2017, the following were implemented: 9 narrations of children's stories, 6 workshops, 19 Book Group meetings with authors-members of the Greek IBBY (International Board on Books for Young People) Circle of the Greek Children's Book, 2 theatrical performances, 4 actions in neighborhoods of Kallithea and 8 major festive events (International

Research Community

Education Community

Art Community

Piraeus Bank Personnel

Local Communities

Academic Community

General Public

PIOP Historical Archive

***Stakeholders in the PIOP Historical Archive's Operation***

Children's Book Day, events celebrating the "Year of Nikos Kazantzakis", science and technology events, celebrations for the European Heritage Days, Christmas activities).

PIOP's Library participates in the Hellenic Economic Library Network (HELIN). In this context, in 2017, the Second Circle of Lectures on Economics for Libraries (3 lectures) and Educational Visits to Libraries – HELIN Members (7 visits) were organized.

The children's book writing and illustration competition for adults was an action of special interest that was completed with the publication of the award winning book into an e-book format and the theatrical presentation of the text by the Bank's Amateur Theatrical Group (cooperation with the Human Resources – Organisational Learning of the Group).

The Library also participated in the award ceremony of the 9th Student Festival by the Municipality of Kallithea in honor of the students who were awarded in visual arts and arts competitions from 25 schools in Kallithea.

The total number of beneficiaries of PIOP Library for 2017 (readers, distant users, loans, educational programs, small-scale actions and cooperative actions) exceeds 10,000 people, children and adults.

## PUBLICATIONS

Publications covering a wide range of research fields, such as the history of technology, industrial archaeology, museological studies, cultural landscapes, historical centres, intangible heritage and economic history, constitute a PIOP's activity with defining importance. At the same time, PIOP's publications support the character and actions of the thematic technological Museums' Network in particular, while they often stem from the Foundation's completed research programs, or/and from others that are in progress or are being presented to the research and general public. They also include submitted research projects which are aligned with the above themes, with the provision that they are in line with the framework of the Foundation's statutory goals. The appeal of PIOP's publications in the scientific world is expressed by their selection as university textbooks, albeit the popularised publications still remain important.

During 2017, the following printed works were circulated:

1. Matoula Tolka, *The Silk Mansion*, Illustration by Eleni Kotsoni (publication series "Tales for Children");
2. *First Sculpture Symposium*. Catalogue, 17.7-3.8.2016, Museum of Marble Crafts, Pyrgos, Tinos, project head: Andreas Lapourtas (publication series "Contributions");
3. Marina Noutsou, *Silversmithing Museum*. Guide, scientific editor Yota Ikonomaki-Papadopoulos (publication series "Our Museums");
4. Anna Kallinikidou, *Chios Mastic Museum*. Guide (publication series "Our Museums"), Anna Kallinikidou, *Hios Sakiz Musesi*. Rehber Kitap (publication series "Our Museums"); and
5. Gina Chatzinikolaou, *Cycladenia*<sup>6</sup>, Illustration by Aristeidis Tsinaroglou (publication series "Tales for Children"). It is an e-book, part of a series of PIOP's Publications which have been developed since 2014 in the context of the Foundation's EMAS programs. The tale was awarded the first prize in the children's book writing and illustrating competition for adults launched by Piraeus Bank Group Cultural Foundation's Library and the Municipal Library of Kallithea in April 2016 in the framework of the International Children's Book Day.

In parallel, the possibility of integrating collective works that constitute basic textbooks of international bibliography in the three new thematic axes of PIOP is constantly assessed. These axes are: Intangible Cultural Heritage, Cultural Landscapes and Historical Centres.

<sup>6</sup> It is an e-book, part of a series of the PIOP Publications which have been developed since 2014 in the context of the Foundation's EMAS programs.

## RESEARCH WORK

The production of research work constitutes the support basis of the threefold action of PIOP: Research, Exhibition, Publication. The work is designed along several scientific disciplines and holds the competitive advantage of the long, totally distinct and specialised experience of the Foundation in matters of specific research themes and the development of relative innovation. The results of the research work are utilised in:

1. The creation of thematic technological museums.
2. The enrichment of the museums' collections.
3. The organizing of exhibitions.
4. The publication of studies, often setting the basis for bibliography.
5. The creation of tools for the promotion of local economies.
6. The digitisation of scientific findings that contribute to the furtherance of research.
7. The contribution of the Foundation to national-scale interventions on behalf of Greece, in cooperation with esteemed institutions.

Regarding the themes of the research, emphasis is given on traditional technology, the management of the country's natural resources, the tangible and intangible cultural heritage of the recent past. During 2017, the following were realised:

1. Further utilization of the already accumulated research reserve, of the scientific specialisation of the employees, and of its networking in the research community for the production of multiple cultural products in the service of schools, research, professional and local communities.
2. Capitalisation of PIOP's research reserve and promotion of it to the general public for the benefit of local communities and the wider research community.
3. A framework for the digital strategy of PIOP and a specialized digitization plan of the research projects of the Foundation.
4. Completion of a research program on the economic history of Thessaloniki. On the occasion of the centennial of the Great Thessaloniki Fire of 1917, the thematic objective of PIOP was to examine the social, productivity and urban planning parameters, and their interconnection, which defined the reconstruction of Thessaloniki, with emphasis on its historical center. In this context, the research program was designed and implemented on two axes:
  - The first axis focused on: a) the recording and examination of the economic activities in the commercial center of Thessaloniki – as defined by Katouni, Venizelou, Aristotelous, Fraggon and Tsimiski Streets – with emphasis on the change in business use in the 1950–1980 period and b) the overview of the main changes in the same area from the early 20th century to 1950. The conclusions of this axis of the program were utilized in the related exhibition.
  - The second axis focused on the urban reconstruction of the historical center of Thessaloniki in the 20th century and the historical, spatial and architectural analysis of Section C of the Hébrard city plan –supervised by Ernest Hébrard, the renowned architect and urban planner himself– following the Great Thessaloniki Fire of 1917. This section of the city is considered the main commercial area of the historical center of the city. The goal was to record the land use of Section C of the Fire Zone of Thessaloniki, nowadays defined by Venizelou, Egnatias, Dodekanisson, Fraggon, Katouni Streets and Nikis Avenue (Kountoutrioti), and the transformations of this land use during the Interwar period. The institutional, spatial and social changes had an influence on the development of the city (change of sovereignty, World War I, the Great Fire, population exchange, building regulations) and its architecture, that acted as the framework for the various types of use that were created or restructured and defined anew the area in addition to constituting the field of action for older and younger architects in the city. The conclusions of this axis of the program will be utilized in the related, upcoming PIOP publication.
5. Realisation of a research program with the objective of recording the local dialect of Ioannina. This research program is part of the effort to connect the Museum of Silversmithing at Ioannina with the local community with the aim of promoting the region's intangible cultural heritage. The local dialect was developed within the walls of Ioannina Castle, from the dialect mixing of the dialect of Ioannina (Gianniotiki) with Judaeo-Greek or Yevanic dialects, as well as with the Turkish language. The program is instrumental in defining the time frame and the conditions for the development of the dialect while at the same time analyses the interaction among the various ethnic groups in the creation of a linguistic phenomenon as well as recording archival sources and the related bibliography. A significant part of the program is the oral interviews as the focal research point is the oral tradition. The aim was to locate and record as many testimonies from families who lived within the Ioannina Castle and

have thus acquired the related phonetics. Additionally, interviews with elderly Ioannina inhabitants were conducted, who have the ability to more accurately define the Ioannina dialect.

6. Completion of the research program aiming at recording and mapping the cultural landscape of the Lake Stymphalia area for the period of the last 35 years. The program includes:
  - reviewing of the bibliography in Greece and abroad;
  - defining the study parameters (environmental, residential, land use, cultural etc);
  - developing the methodology for the comparative

study of the aforementioned parameters for the area;

- use of terrestrial and satellite images to map the environmental characteristics of the cultural landscape of the site for the 1972–2016 period, at the intervals required for the recording of the changes of the area, especially in relation to Lake Stymphalia;
- recognition of the pressures;
- cartographic depiction of the condition of the site and of the changes noted during the 1972–2016 period and
- integration of the results into a public domain GIS (geographic information systems).

## SYNERGIES WITH THIRD PARTIES – SCIENTIFIC – ADVISORY SUPPORT

The collaborations with third parties and the provision of scientific advisory support to national and public institutions, local authorities, educational units, Environmental Education Centres (EEC), young scientists, researchers and doctoral candidates upon request help the preparation of cultural actions and goods and reinforce projects related to the themes of PIOP. During 2017, the following were achieved:

### Signing of a Memorandum of Cooperation between PIOP and the China National Silk Museum

PIOP and the China National Museum of Silk signed on 18 October 2017 in Hangzhou, China a Memorandum of Cooperation. The Memorandum aims at a broader cooperation between the two institutions for the promotion of silk culture as well as cooperation between the China National Museum of Silk and the Silk Museum in Soufli and the PIOP Museums' Network in general. A series of cultural exchanges and joint exhibitions, as well as research and educational actions are planned in this context.

This cooperation is inextricably linked with the Chinese initiative "One Belt, One Road" which includes actions, initiatives and transnational synergies along the Silk Road. PIOP and the China National Museum of Silk have committed to define more specifically the fields of their cooperation and shape a framework of communication that will also include local communities, such as Soufli, for which silk cultivation is an integral part of its heritage. As 2018 has been designated as the European Year of Cultural Heritage, the aim is to initiate the Memorandum directly with a multitude of actions. In the context of her visit to China, the Chairman of Piraeus Bank Group Cultural Foundation, Ms Sophia Staikou, addressed the delegates at the "Belt and Road for International Silk" Forum, organized by the International Silk Union.

### Signing of a Memorandum of Cooperation between PIOP and Technopolis – City of Athens

In the context of consolidating its presence in Athens, PIOP signed in 2017 a Memorandum of Cooperation with Technopolis – City of Athens, whereby a Cooperation Program is to be designed and jointly implemented, with an action plan in the thematic axes of:

- |                                     |   |
|-------------------------------------|---|
| 1. Creative and cultural industries | 3. The city through education/Local history |
| 2. Industrial Heritage              | 4. Outside the walls                        |

### 1<sup>st</sup> Meeting of PIOP Museums' Network – Signing of the Covenant of Mayors

On 19–20 May, PIOP organized the 1<sup>st</sup> Meeting of PIOP Museums' Network, titled "Nine Museums, nine sites. Mapping the future" in collaboration with the Municipality of Gortynia at the Open-Air Water Power Museum in Dimitsana. The aim of the Meeting was to coordinate joint actions and the exchange of best practices between PIOP and the Municipalities in relation to the cultural development of the regions. On the first day of the Meeting



(19/5), Mayors and representatives from the Municipalities of the nine regions where the Network museums operate (Soufli, Dimitsana, Sparta, Lesvos, Volos, Tinos, Stymphalia, Chios, Ioannina) as well as PIOP representatives exchanged views and agreed on a document of common principles which defines the priorities and the actions to be implemented by the Local Government and PIOP, in the framework of the Museums' Network.

### **Partnership of PIOP and the Chios Mastiha Growers Association**

In the context of the long-term cooperation between PIOP and the Chios Mastiha Growers Association (CMGA), which culminated with the realization and operation of the Chios Mastic Museum, the next level of joint actions for the promotion of the Chios mastic heritage was ratified on 30 May, 2017 with the signing of the loan of the CMGA historical archive to PIOP for 29 years, in accordance with the archival practices, with the aim of making it accessible to the research community and the general public at the Museum of Chios Mastic, under the scientific guidance of PIOP's specialized employees.

For the CMGA, the preservation and promotion of its historical archive according to appropriate methods of management of archival material, is a top priority. Respectively, PIOP, through its Historical Archive, contributes to the documentation and study of the Greek economic history of the 20th century in the fields of agriculture, industry and banking as well as of parameters of the social history of the period. PIOP's Historical Archive follows a policy of "open archives" in its accessibility to researchers, is structured according to international archival standards, has introduced in Greece a series of best practices in the management and promotion of archive reserves and is a member of similar Greek and international associations.

The scientific research community can expect a great deal from the preservation and promotion of the historical archive by the exclusive management body of a unique intangible good and in relation to the history of agricultural cooperatives in Greece. Of equal significance is the connection between the history of the CMGA and living history of Chios and the Mastic villages, as this is constantly shaped as an element of its identity and of sustainable intangible heritage.

### **2nd half-marathon at the Environment Museum of Stymphalia Stymphalia Lake Run 2017**

In May, PIOP, in cooperation with the Legal Entity of Public Law of Education, Culture and Sports of the Municipality of Sykiona "MIKONI" and the Lafka Sports Club "Stymphalis", organized the 2nd half-marathon "Stymphalia Lake Run 2017", which took place on Sunday, 28 May at Lake Stymphalia. The starting line was at the Environment Museum of Stymphalia and included three races (5, 10 and 21.5km) around Lake Stymphalia, thus offering participants the chance to become acquainted with the cultural site of the Lake as well as with the Museum. Participants were asked to deposit the participation fee to one of the child care institutions suggested in the application form or to an institution of their choice.

### **Signing of a Memorandum of Cooperation with "Magniton Kivotos"**

In the context of its cooperation with prestigious institutions in the regions of the Museums of its Network, PIOP signed in June 2017 a Memorandum of Cooperation with the institution "Magniton Kivotos, for the preservation of the cultural reserve", which is based in Volos and is active in the field of the preservation and promotion of the tangible and intangible cultural reserve of Magnisia. The Memorandum defines three axes of cooperation:

1. Promotion and preservation of the distinct elements of the historical and cultural identity of Volos and Magnisia.
2. Familiarization with the Intangible Cultural Heritage of Volos and Magnisia.
3. Culture and the environment.

### **Theatrical performance "Ellin Vrikolax"**

On the occasion of the summer full moons, PIOP presented the theatrical performance "Ellin Vrikolax [re-loaded]", directed by Konstantinos Dellas, at three Network Museums (the Silversmithing Museum of Ioannina, the Open-Air Water Power Museum of Dimititsana and the Museum of Marble Crafts on Tinos) and at the PIOP Historical Archives offices in Tavros in Athens. The theatrical performance "Ellin Vrikolax [reloaded]", in its second version, deals with a mostly unfamiliar chapter of Greek folklore regarding vampires, as it emerged in Greece in modern history. Through the diaries of foreign travelers in the pre-1821 Greek Revolution period, newspaper articles, local myths, oral traditions and literary texts, a "metaphysical" troupe narrates the passions and the panic of humans when faced with the fear of vampires.

### **"Engraving the ODYSEY" exhibition in collaboration with the Kazantzakis Museum and Kazantzakis Publications**

As 2017 has been designated as the Nikos Kazantzakis Year, PIOP in collaboration with the Kazantzakis Museum and Kazantzakis Publications, inaugurated the periodic exhibition of Christos Santamouris "Engraving the ODYSEY" on Sunday 9th July at the Museum of Marble Crafts on the island of Tinos. The exhibition's focal point is Christos Santamouris engravings. The source of inspiration of this Tinian artist of international standing is found in the "The Odyssey", a contemporary saga written as a "sequel" to Homer's Odyssey, one of Nikos Kazantzakis' most imposing works. The exhibition also presents objects from the collections of the Kazantzakis Museum, rare documents that relate to the writing of the "Odyssey". Among these are the book's collectible first edition (1938), which constituted a milestone in Modern Greek literature as it was the first Greek book to be published using monotonic spelling (instead of the then prevalent polytonic orthography) as well as Kazantzakis' personal notebook featuring words and concepts that he used to create the saga. The exhibits are accompanied by audiovisual material on the life and work of Nikos Kazantzakis (1883-1957).

### **"When Art Becomes Sacred. Jewish heirlooms from Ioannina" periodic exhibition at the Silversmithing Museum**

PIOP in collaboration with the Jewish Museum of Greece and the Jewish Community of Ioannina co-organized the periodic exhibition "When Art Becomes Sacred. Jewish heirlooms from Ioannina" at the Silversmithing Museum in Ioannina. It comprised of finely crafted heirlooms of the Romaniote (i.e. Greek-speaking) Jews of Ioannina. The exhibits date from the 17th through to the early 20th century and, among others, bear witness to the fact that for the Jewish people the art of silverwork is closely related to their religious practices, whether they are practiced by the community within the synagogue, or by a family in the confines of its home.

Visitors had the opportunity to get a close-up view of objects, both silver and of other materials, related to religious ceremonies. The objects on display came from the collection of the Jewish Museum of Greece, from the Jewish Community of Ioannina and from the private collection of Mr Raphaël Moïssis.

The exhibition "When Art Becomes Sacred. Jewish heirlooms from Ioannina" is the second part of the exhibition triptych with the general title "When art becomes sacred". The first, consisting of fine examples of Epirote ecclesiastical silversmithing, was inaugurated in December 2016 and attracted over 18,000 visitors who came to admire them at the Silversmithing Museum.

### **Two-day Conference at the PIOP Historical Archive, "Disaster Management at Cultural Foundations"**

PIOP and the Department of Conservation of Antiquities and Works of Art of the Technological Educational Institute of Athens co-organized the first meeting of institutions and foundations in Greece and abroad on the topic of "Disaster Management at Cultural Foundations" on Monday 11 and Tuesday 12 September at PIOP's

Historical Archive offices in Tavros. The meeting was under the auspices of the Hellenic National Commission for UNESCO with the contribution of scientists from the Institute of Geodynamics of the National Observatory of Athens and the Laboratory for Earthquake Engineering of the School of Civil Engineering of the National Technological University of Athens. The aim of the Conference was the presentation of related research conclusions and implemented actions, the development of new collaborations between institutions, the generation of interest in the adoption of protocols from other countries and the challenge of constructive discussions among the participants. The Conference was concluded with the relevant informational and educational seminar at the Department of Conservation of Antiquities and Works of Art of the Technological Educational Institute of Athens.

**"Nikos Kazantzakis, the Eternal World-roamer" Tribute in collaboration with the Benaki Museum, Kazantzakis Publications, the Kazantzakis Museum, the Historical Museum of Crete and the National Library of Greece.**

Subsequent to the exhibition held during the summer at the Museum of Marble Crafts on the island of Tinos "Engraving the ODYSEY", and on the occasion of the designation of 2017 as the Nikos Kazantzakis Year by the Ministry of Culture and Sports, PIOP participated in the organizing of a tribute to Nikos Kazantzakis. It is an homage to the great Cretan writer, a modern approach to his life and work, shedding light on known but also unknown aspects, through rich audiovisual and archive material. At the Ghika Gallery, the exhibition "ODYSEY" was presented, referring to the "Odyssey", the Kazantzakian epic poem, which is the sequel to the famous Homeric epic, featuring the drawings painted by Nikos Hadjikyriakos-Ghika for the English translation of the work of Nikos Kazantzakis (by the Benaki Museum) and the engravings of Christos Santamouris (by PIOP).

**Student practice at PIOP Museums**

In 2017, two students of the Interuniversity Postgraduate Program in "Museology-Cultural Management" of the Aristotle University of Thessaloniki, conducted their student practice at PIOP Museums.

Furthermore, PIOP provides scientific support regarding the compilation of archives (archival works-material conservation) and the design of extroverted cultural units/organising of cultural-educational activities, upon request, for institutions, companies, social partners and private individuals (7 cases during 2017 including SEV-Hellenic Federation of Enterprises, the Athens Water Supply and Sewerage Company-EYDAP, the Hellenic Pasteur Institute, the Museum/Archive of the "Loulis Mills S.A." Company).

In parallel, the Historical Archive: a) contributed to academic studies on graduate and post-graduate level (2 cases, 161 beneficiaries), b) realized life-long education actions (4 cases, 226 beneficiaries), c) accepted education visits from schools and the academic community (6 cases, 146 beneficiaries), d) coordinated the research supervision of three post-graduate projects and e) provided practical training of a 31-month total duration to 7 trainees.

**EDUCATION**

A basic axis of PIOP's operation is the realisation of educational actions for life-long learning at the Museums and its premises in Athens.

For the fifth consecutive year, the Piraeus Bank Group Cultural Foundation provided educational programs to schools in Attica (primary and secondary education). The Educational programs of PIOP are designed in-house by specialised scientists or archaeologists-museologists with specialisation in Museum education, historians and specialists in information technology, on occasion in cooperation with external partners.

These programs which contribute to the enrichment and furtherance of the educational goals and are original and innovative, serve the educational and pedagogical purposes of the Curriculum by adding depth,

broadening the pedagogical goals at all levels, promoting meaningful and scientifically-sound knowledge and suggesting relevant bibliography. The sources used include primary historical sources, archival material, exhibits from the collections of PIOP's Museums, the relevant bibliography, articles and collections, maps, photographs, topographic and architectural designs, oral testaments and traditions, works of art, literary works, travel texts, songs, films, excerpts from the Press, pages from school books, websites and selected internet sources. Based on this material, specific existing needs are served, while also maintaining an inter-thematic connection with the school subjects-courses as well as providing the use of additional information sources, through PIOP's publications and the specially-designed educational folders that accompany some of the programs, which are available free of charge to schools that will utilise them.

In the educational programs of PIOP, the recommended methodological techniques for students are adapted accordingly, so that they work in teams, depending on their inclinations and interests, while it is emphasised that the participation of students at all levels of the procedure is experiential-energetic, creative and not passive. The educational programs are offered free of charge and are implemented as educational visits of the students to the head offices of the Foundation, the Historical Archive, the Library and the Museums of the Network. The total number of participants in educational actions, in Athens, Thessaloniki and the Network Museums reached 25,288.

However, school groups are not the only target groups of the educational actions of PIOP:

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| <ol style="list-style-type: none"> <li>1. With a sense of social awareness towards socially disadvantaged groups, PIOP welcomes at its head offices, refugee children attending school.</li> <li>2. PIOP maintains regular cooperation with the Second Chance School of Agioi Anargyroi (OKANA).</li> <li>3. Life-long learning actions for adults were held for a second year with two creative workshop cycles (the handicraft workshop "mahalas" and a creative writing workshop) as well as individual actions of creative</li> </ol> | <ol style="list-style-type: none"> <li>activities for adults, families and seniors at the Historical Archive.</li> <li>4. In the context of PIOP's cooperation with Omada Aigaïou, regarding the promotion of culture, historical memory and the local history of the communities of Greek border islands, and in continuation of the "The archives of our community" program for students on Greek islands, an educational action was realized on the islands of Fournoi, Donousa, Amorgos, Astypalaia, Ios, Koufonisia.</li> </ol> |
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## PARTICIPATION IN NATIONAL AND INTERNATIONAL SCIENTIFIC INSTITUTIONS – PARTNERSHIPS

Participation in national and international scientific and educational institutions constitutes a basic activity of PIOP with the following goals:

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| <ol style="list-style-type: none"> <li>1. The contribution to the shaping of cultural policies (announcements/lectures/speeches by PIOP executives in scientific forums, participation in actions organized by the Ministry of Culture and Sports, collaboration in the NSRF framework, participation of executives of the Ministry of Culture and Sports in PIOP Museum Monitoring Committees, collaboration with the Committee of Business Archives of the Society of Greek Archivists-SGA).</li> <li>2. The participation of the Chairman of PIOP in the Museums Council and of the Director of PIOP in the National Commission of Intangible Cultural Heritage of the Ministry of Culture and Sports.</li> <li>3. The participation of PIOP in consortiums of research and academic institutions for the submission of European scientific programs.</li> </ol> | <ol style="list-style-type: none"> <li>4. The networking of PIOP with international scientific institutions, associations and European networks with the goals of knowledge transfer, the dissemination of best practices, the scientific collaborations and the obtainment of funding for common projects: UNESCO, TICCIH, ICOM Greece, ICOMOS, TIMS, European Museum Academy, European Association for Banking and Financial History e.V. (EABH), International Council on Archives, Business Archives Council, Society of Greek Archivists (participation in the BoD and operation of Business Archives Committee: banking, business and industrial archives), General State Archives, European Association for Environmental History, National Council on Public History (NCPH, as the only European member), European Rural History Organization (EURHO), JSTOR (JPASS).</li> </ol> |
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In addition, PIOP executives gave speeches at national and international forums:

1. "Sustainability in cultural management. The example of Piraeus Bank Group Cultural Foundation corporate responsibility." As part of the second lecture titled "Banks, Corporate Responsibility and Libraries" in the context of the Second Series of Economics-oriented Lectures for Libraries organized by the Hellenic Economic Library Network (HELIN).
2. "Culture and entrepreneurship: an existing and sustainable relationship?" in the context of the Convention for the Protection and Promotion of the Diversity of Cultural Expressions UNESCO 2005, organized by the Directorate for Development of Modern Creativity (Department of Synergies Participation in Multilateral Partnerships) and the Directorate of Modern Cultural and Intangible Cultural Heritage of the Ministry of Culture and Sports.
3. "The role of cultural tourism in the development of local communities: the example of PIOP Museums' Network" in the context of the "Interconnection of tourism-culture. The obstacles and the prospects" workshop organized by the Association of Greek Tourism Enterprises (SETE).
4. "The contribution of the PIOP Museums' Network in the sustainable local development", in the context of the 19th Annual Information Meeting "Education and Modern Greek Cultural Heritage, Museums, Creativity and Local Communities".
5. "Emergency Management Plan at PIOP's Historical Archive" in the context of the international "Disaster management in cultural institutions" conference.
6. "Loans to tourism in post-War Greece" in the context of the conference "Archaeological Reserve and Economic Reconstruction of Greece, 1945-1967".
7. "The availability of Archives of PIOP's Historical Archive on the 20th century agricultural cooperative movement in Greece" in the context of the "Agricultural cooperative movement in Greece of the 20th century: documents from the Agricultural Bank of Greece Archive" conference.
8. "Water management by state bodies in 20th Greece through PIOP's Historical Archive" in the context of the 3d two-day meeting of Environmental History "Natural and Energy Resources".
9. "The Greek banking system in the early 20th century: some unexplored archives" in the context of "Economic transformation in Cyprus and the Levant, 1850-1939", conference, University of Cyprus – Bank of Cyprus Historical Archive.
10. "The Marshall Plan in Greece and Europe: Unexploited archives on the Greek Marshall Plan from PIOP Historical Archives" in the context of "70th Anniversary of the Marshall Plan in Greece", Conference, Alba Graduate Business School-US Embassy in Greece.
11. "Housing of the Silversmithing Museum in the western bastion (Its Kale) and the development of a permanent exhibition", in the context of "New Data in archaeological and historical heritage: Promotion and management of sites and monuments in Western Greece and the Ionian Islands" conference, organized by the Department of Archives, Library Science and Museology of the Ionian University in cooperation with the Cultural Heritage Management and New Technologies Department of the University of Patras.
12. "Museums and Actions: A Crossword for Skilled Solvers", at the "Innovative Educational Programs and Activities in Museums, Research Institutions and other cultural institutions" conference, Research Promotion Foundation – University of Nicosia, in the context of the Joint Programming Initiative on Cultural Heritage and Global Change: A New Challenge for Europe (JPI-CH).
13. "We are the others: issues of identity and diversity in museums" at the workshop "Approaching the Holocaust at school and in the Museum", PIOP, Department of Early Childhood Education of the University of Thessaly, the Jewish Community of Volos.
14. Speech titled: "Pausanias Network 2.0: from the School to the Museum, Educational programs for the for Visual Arts in Gymnasium and Lyceum" in the context of the Annual Panhellenic Conference of Visual Arts Teachers.

## CONTACTS AND NETWORKING WITH INSTITUTIONS IN LOCAL SOCIETIES

### Silk Museum in Soufli

1. Environmental Education Center of Soufli.
2. Soufli Lyceum, Soufli Gymnasium, 1st Primary School of Soufli and 2nd Primary School of Soufli: Information provision to teachers on Educational Programs and Museum actions – Screenings of Educational Films of the Museum.
3. Meetings with local authorities, professional bodies and associations of the city for the creation of synergies.

### Museum of Industrial Olive-Oil Production in Agia Paraskevi, Lesvos

1. Municipal Community of Agia Paraskevi.
2. Federation of Agricultural Associations of Lesvos, Agricultural Cooperation of Agia Paraskevi, local associations and organizations.
3. Visits by refugees from the Refugee Reception and Identification Services of Lesvos.

## Museum of Marble Crafts in Pyrgos, Tinos

1. Municipality of Tinos:
  - Cultural Association of Pyrgos – Panormos of Tinos: game of treasure hunt at Pyrgos settlement.
  - Signing of cooperation agreement with PIOP for the project titled: "Digital applications platform for the promotion of the tangible and intangible heritage of Tinos".
2. Cultural Foundation of Tinos.

## Rooftile and Brickworks Museum N. & S. Tsalapatas in Volos

1. Local and regional authorities.
2. Networking with local professionals and cultural bodies.
3. Meeting with the administration of the Volos Retirement Home.
4. Donation of stationery to the Orphanage of Volos.

## Environment Museum of Stymphalia

1. Municipality of Sikyon.
2. Co-organisation with the Municipality of Sikyon of the race STYMPHALIA LAKE RUN 2017.
3. Local cultural associations and sports clubs, parents & guardians associations of the local schools.
4. Lyceum Club of Greek Women of Kiato.

## Chios Mastic Museum

1. Introductory meeting with museums of Chios.
2. North Aegean Administrative Region: Presentation of the "Design, Monitoring, Supervision of Tourism Promotion actions for the North Aegean Administrative Region" Project.
3. "Thalia" volunteer group.
4. The International Center for Education and Culture "Ionia".
5. Association of Forest Protection and Fire Suppression of the Municipality of Ionia, Chios.

## Museum of the Olive and Greek Olive Oil in Sparta

1. Participation in the 10th Exhibition of Laconia Products in Syntagma Square with communication materials.
2. Provision of the Multipurpose Hall to the "TRAVELTALES LIMITED" company for the presentation of the catalogue of "GEBECO/Dr. TIGGES" Tour Operator to German tour operators.
3. Sparta Music Club.
4. Non-profit organization "Olive and Olive Oil Festival", Legal Entity of Culture and Environment of Sparta Municipality.

## Open-Air Water Power Museum in Dimitsana

1. Design of joint actions with:
  - the Museum of Forest History; and
  - the Museum of Folk Culture Dara.
2. Participation of the Museum's choir:
  - at the revival of the custom of "Lampadidromies" in Dimitsana with traditional "kolokotroneika" songs (to commemorate the declaration of the 1821 Greek War of Independence) (Dimitsana Women's Association for Agrotourism and Culture); and
  - in the eulogy of Holy Friday at the church of Holy Kyriaki.
3. Environmental Educational Centre (CEE) of Kastri in Kynouria: Two-day seminar "Museums and paths as tools for Environmental Education", where the Pausanias program and the Educational Program "A Day at the Mills" were presented to teachers of Primary and Secondary education of Attica.
4. Municipality of Gortynia–Mainalos Festival.
5. Levidi Public Library: Participation in the summer book-reading and creativity campaign of 2017.

## The Silversmithing Museum of Ioannina

1. Epirus Administrative Region: Week of promotion of the "The Silversmithing Museum", financed by NSRF.
2. Ioannina Municipality.
3. Holy Metropolis of Ioannina.
4. Jewish Community of Ioannina.
5. Traditional Crafts Center Ioannina.
6. Ephorate of Antiquities of Ioannina.
7. University of Ioannina.

## Historical Archive

The activity of the Historical Archive is directed to the Athenian public. With this in mind, the annual thematic summer action "TheAthinai" as well as synergies with Athenian and other archival cultural institutions are pursued. At the level of targeted local communities, the Historical Archive:

1. Seeks constant communication with institutions and school communities of the Municipality of Moschato-Tavros.
2. Inaugurated its participation in a new scheme of inter-agency co-operation for the promotion of Peiraios Street.
3. Planned the action titled "The Archive at the Museums" for PIOP's Network of Museums, with the production of cultural actions regarding local history and local interests of each community and commenced the implementation of targeted projects (Chios, Magnisia, Sparta, Mytilini).
4. Realized a life-long learning Workshop of Archiving Standards on the topic of General International Standard Archival Description-ISAD(G) in cooperation with the Society of Greek Archivists, in Sparta and Thessaloniki.
5. Completed, in the context of the cooperation of Piraeus Bank Group with the Aegean Team, the second intervention of a long-term local history cultural action with the title "Our Archive" and the annual action "Cycladenia".
6. Inaugurated its cooperation with the Archive/Museum of the Municipality of Karditsa.

## PIOP Library

PIOP's Library develops synergies on a local level so that they may be a supporting factor towards a strong and sustainable community without exclusions. It is a mode of cooperation that can be reflected in the access to a larger volume and variety of material for everyone and in the strengthening of various services as well as in a the broader perception of libraries as public spaces for social contacts and communication, thus promoting the libraries' social role with events and actions. In particular, the Library was actively involved in the local community through:

1. the cooperation it has developed with local agencies in Kallithea, such as the Municipality's Cultural Organization and in particular with the Public Library of Kallithea;
2. its Children's Section, where PIOP's educational Programs are held for school groups free of charge;
3. the targeted actions of Book Group meetings with authors and illustrators of children's books, in collaboration with the Greek IBBY (International Board on Books for Young People) since April 2017, aimed at local schools; and
4. the support of the "Student Festival" by the Municipality of Kallithea and the awarding of students in visual arts and arts competitions.

## PIOP Actions in Thessaloniki

In the framework of the Foundation's actions aimed at preserving and promoting cultural heritage, in 2015 it has been decided to expand PIOP's actions to Thessaloniki, in collaboration with the Convention Centre of Piraeus Bank, through the organising of selected events and training programs at the premises of the Centre. The following events were held in 2017:

1. PIOP inaugurated the periodic exhibition "THESSALONIKI'S COMMERCE 1870-1970" on Thursday 23 November 2017 at the Piraeus Bank Conference Centre in Thessaloniki. A rich collection of photographs and archival material brought to life the production history of the town's old commercial centre during the period of 1870-1970. Based on the research programme carried out by Dr Evangelos Hekimoglou, the exhibition was held under the auspices of the Municipality of Thessaloniki and the Hellenic Ministry of Culture and Sports. The photographic material presented in the exhibition came from the photographic archives of the Hellenic Literary and Historical Archive-Cultural Foundation of the National Bank of Greece (ELIA-MIET), from the postcard collection of Angelos Papaioannou/ ELIA-MIET of Thessaloniki, the Thessaloniki History Centre, as well as from the private collectors Alexis Lapourtas, Aris Papatzikas, Nikos Politis and research workers Efrossini Roupa and Evangelos Hekimoglou. Projections of excerpts from the series "Panorama of a century", directed by Fotos Lambrinos and kindly provided by "ERT Archives S.A." to PIOP, also livened the exhibition. Throughout the duration of the exhibition, PIOP in cooperation with the cultural group Dot2Dot organised special thematic itineraries and alternative guided tours in the town's old commercial centre. At the same time, in the context of the exhibition, PIOP participated in OPEN HOUSE THESSALONIKI 2017 with the special thematic tour "Commercial Areas" for schools and the general public.



2. Educational Programs for children at the Convention Centre of Piraeus Bank: 5 educational programs were organised with the participation of 138 students.
3. Educational and recreational actions for children:
  - 9 actions were realised with 3,333 participants.
4. Actions for the adult public:
  - 8 actions were organised with 1,127 participants.

## 2018 KEY TARGETS

The further dissemination of its work to multiple public groups, in accordance with Piraeus Group's Corporate Responsibility Principles, remains PIOP's key target for the immediate future. The coordinated realisation of high quality actions in the Greek periphery will be continued as these actions support local communities from a cultural and an economic perspective, with the creation of centres of attraction for tourists. Similar actions addressed to a wide spectrum of recipients will continue to be organised at the Historical Archive and the Library of the Foundation in Athens as well as at the Convention Centre of Piraeus Bank and in other sites in Thessaloniki.

## 2018 GENERAL GOALS

1. Enhancement of PIOP's extroversion and contribution to the cultural and broader development of Greece with the support of cultural and creative industries and modern culture as well as by organizing combined cultural, scientific and environmental actions.
2. Improvement of the quality of services provided to Museum visitors and the users of PIOP's Library and Historical Archive.
3. Participation in the shaping of policies in the field of culture.
4. Realisation of actions in the context of the thematic axis "Museums – Daily Places".
5. Realisation of European and co-funded programs which PIOP participates in/coordinates.
6. Reinforcement of entrepreneurship in the field of Creative-Cultural Industries.

## 2018 TARGETS PER FIELD OF ACTION

### Promotion of Intangible Cultural Heritage

1. Promotion and utilisation of the cultural heritage of the country with the goal of inscribing new elements on the catalogue of Intangible Cultural Heritage of UNESCO.
2. Connection of culture with the environment.
3. Recording, protection and promotion of cultural landscapes and the intangible cultural heritage.
4. Strategic partnerships with institutions in Greece and abroad.

### Network of Museums

1. Increase of the number of visitors to the Museums of the Network through the increase and enrichment of the various cultural/educational actions that take place in the Museums.
2. Improvement of the quality of the provided services to visitors.
3. Operation of the Museums as open, daily areas of cultural creation and active participation of the Museums in the cultural and social life of the cities they are located in.
4. Support of cultural tourism and cultural entrepreneurship in the areas of PIOP's Network of Museums.
5. Development of technological applications in the Museums with the goal of enriching their role as narrative mediums.
6. Support of modern Greek creation and organising of exhibitions, various educational actions and cultural events.

### Historical Archive

1. Operation of the HA as an archival institution with multiple beneficiaries, increase in the number of beneficiaries, combined with enhancement of its role as a multipurpose site of culture in the cultural map of Athens.
2. Increase in the volume of processed collections and in the applications that provide digital copies of these.
3. Increase in the number of promoted and utilized collections to the research and the general public.



## Library

1. Capitalisation on and continuation of the collaboration of the Library with local institutions.
2. Increase in the number of visitors-users.
3. Expansion of the educational programs realized in the Library for children and adults.

## Publications

1. Continuation of the publishing work of the Foundation, with works that cover a wide range of research fields and support the character and actions of the thematic technological Museums' Network.
2. Promotion of publications through targeted actions and enhancement of their promotion through the participation in Book Exhibitions.
3. Scientific yearbook by PIOP (annual electronic edition) titled "Development of Greece in the 20th Century".
4. Accompanying volume to the exhibition "Teaching Olive Cultivation" in cooperation with the Agricultural University of Athens.

## Research Work

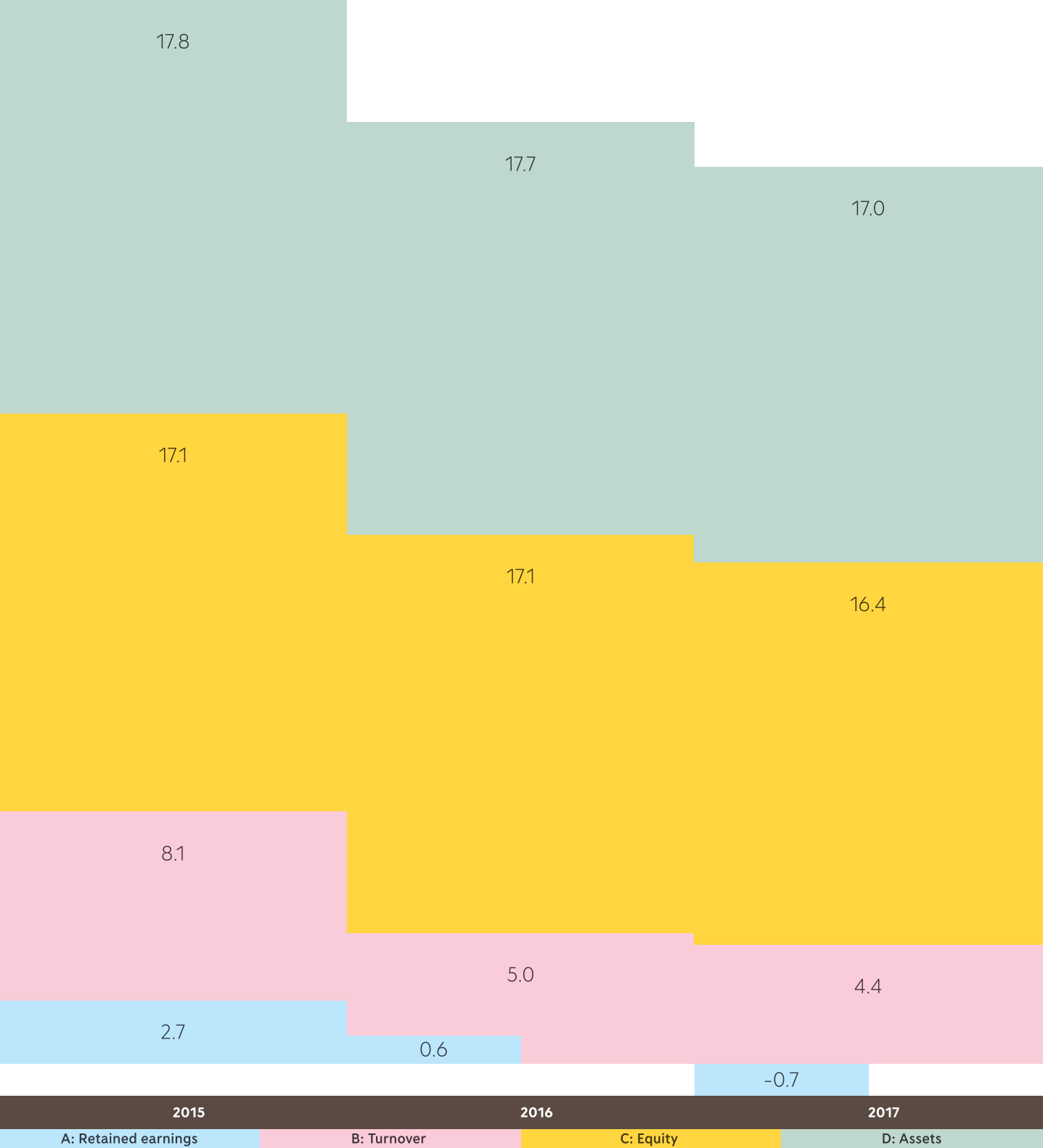
1. Creation of new research reserve, capitalisation and promotion of the reserve to broad groups of the public through related exhibitions and publications.
2. Development of an information system for the digital inventory of the results of all research projects by PIOP as well as of a digital strategy plan of PIOP.
3. Recording, protection and promotion of the cultural landscapes and the intangible cultural heritage of the country.
4. Development of digital applications for the promotion of the cultural heritage and the natural environment.
5. Scientific advisory support.
6. Production of a new research capital on the economic and social history of Greece from the HA collections and its utilization by the research and academic community.

## Education

1. Realisation of life-long educational actions at PIOP's Museums and its premises in Athens and Thessaloniki.
2. Awareness-raising and education of the public on issues related to culture and to the environment.

## Participation in national, international scientific and educational institutions – collaborations

1. Strategic partnerships with esteemed institutions for the realisation of events and actions in Athens, Thessaloniki and the PIOP Museums' Network in the Greek periphery.
2. Preparation and submission of proposals to national and European co-funded programs for the financing of PIOP's actions as well as participation in European consortiums for the realisation of actions related to the statutory objectives of the Foundation.
3. Pursuit of European cooperation for the comparative study of the restructuring of the post-war European economy.
4. Development of applications that facilitate the access of disabled people to archival sources.



*Financial results of PIOP (in mn euro)*

## Material Topics

**1) Promotion of tangible and intangible cultural heritage of the country**

**2) Supporting local communities through the museum network of the Piraeus Bank Group Cultural Foundation – PIOP**

### Mapping with United Nations Goals Sustainable Development Goals (SDG)



### Assurance by independent body (GRI 203-1, 203-2)



9

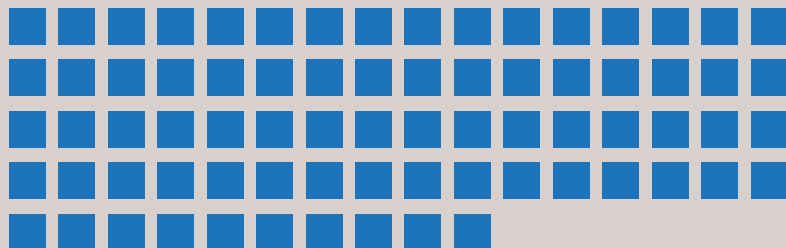
Thematic Museums  
at selected regions of Greece

314,844

Visitors at PIOP Museums

180

Cultural Actions  
at PIOP Museums



74%

Free of charge

133

Partnerships  
with third parties

182

Training actions for children  
at PIOP Museums

34

Regular training programs  
at PIOP Museums

## Goals



Enhancement of PIOP's  
extroversion and contribution  
to the cultural and broader  
development of Greece



Increase in the number of visitors  
of the Network's Museums  
Enhancement of entrepreneurship  
in the field of Creative – Cultural  
Industries



Constant improvement  
of the quality of services  
provided and the variety  
of PIOP actions

In 2017, Piraeus Bank reduced its environmental footprint, thus achieving cost savings of €5mn annually.



# Environmental Protection

Piraeus Bank Group makes a powerful contribution to environmental protection through its responsible use of natural resources and the support of business activities with environmental and social benefit.

## 2017 KEY ACTIONS

1. **Improvement of Environmental Performance**
  - Piraeus Bank's Environmental Management System was updated (EMS) as to its overall documentation (procedures and documents) to comply with the requirements of the new ISO 14001:2015 standards.
  - 28 branches have been fitted with photovoltaic systems (net metering), of which 6 are fully operational.
  - Installation of BEMS (Building Energy Management Systems) to 70 additional branches.
  - 83 administration buildings were renovated with energy and water saving -upgrading interventions.
  - 16% reduction in electricity consumption at the Bank's Data Center through targeted energy interventions.
  - 86% of energy consumption at the Bank's buildings derived from RES's, with Guarantees of Origin (GOs).
  - Over 5,700 collections of materials for recycling realized around Greece.
  - Assessment made that over €700,000 in operating expenses are saved and over 1 mn tonnes of indirect CO<sub>2</sub> emissions are prevented through e-Banking.
  - 169 branches underwent replacement of external sign lighting bulbs with LED light bulbs, resulting in energy-consumption reductions of over 50% per branch.
2. **Protection of Biodiversity**
  - Piraeus Bank participates in the EU Business and Biodiversity Platform (B@B) and contributes to the co-shaping of European policies on the interrelation between entrepreneurship and natural capital and biodiversity.
3. **LIFE-Stymfalia project**
  - The international conference on biodiversity, where the business opportunities in Natura 2000 sites where discussed for the first time in Greece, was held for the financing of the protected areas.
  - The designed logo "Stymphalia my Home" has already been provided to 8 local producers for the enhancement of the identity of the local products and services.
  - 150 acres of reeds cut in the 3d reed-bed cutting study, following the approval of the competent authorities.
  - Completion of the environmental interpretation path "Man and Nature on the Paths of the Time".
4. **Addressing Climate Change**
  - Recording and analysis of the Task Force on Climate-related Financial Disclosures - TCFD Recommendations (SWOT analysis) with the aim

of defining future actions for optimal climate risk management.

5. **Environmental Awareness and Education**
  - 470 completed environmental e-learning courses.
  - Completion of the e-learning course "Environmental and Social Risk".

- 20 articles on Piraeus Bank's contribution to Sustainable Development circulated in the Press.
- Over 300 people (employees and their children) participated in environmental awareness actions.

## 2018 KEY TARGETS

### Improvement of Environmental Performance

1. **Annual Environmental Management Targets**
    - 2% reduction in total electricity consumption per unit area.
    - 2% reduction of indirect greenhouse emissions, related to electricity (Scope 2 Emissions), per unit area.
    - 3% reduction of total paper consumption per employee.
    - 3% reduction of water consumption per employee.
    - 3% increase in the rate of paper recycling in relation to total paper consumption.
    - 2% increase in the rate of ink cartridge/toner recycling in relation to total ink cartridge/toner consumption.
    - Ensuring guarantees of origin for the 100% of electricity consumption in the buildings of the Bank.
  2. **Long-term Environmental Management Targets**
    - Creation of a new application aimed at an overall recording of the Group's environmental performance.
- Expansion of the Scope 3 Emissions methodology of calculating indirect greenhouse emissions.
  - 30%<sup>7</sup> reduction of total greenhouse gas emissions (in absolute figures) (five-year target with base year 2014).
  - 5% of the total electricity consumption in the Bank's branches will be produced by photovoltaic systems through energy net-metering (two-year target with base year 2016).
  - 10%<sup>7</sup> increase in the use of environmentally-certified paper consumables in relation to the total quantity of paper consumed (two-year target with base year 2016).
  - 8% reduction of electricity consumption per square meter in the Bank's buildings that have been integrated in the energy management program (three-year target with base year 2016).

### Protection of Biodiversity

1. Successful completion of the LIFE-Stymfalia project and continuation of key management actions with the incorporation of the area in the jurisdiction of the Parnonas, Moustos, Mainalo and Monemvasia.
2. Strengthening of the Stymphalia Farmers' Network and promotion of the local products and services through the specially-designed logo "Stymphalia my Home".
3. Completion of Business Plan and identification of potential investors for the funding of the long-term, sustainable management of Lake Stymphalia.
4. Participation in initiatives for the promotion of investments focused on environmental protection.

## ENVIRONMENTAL FRAMEWORK

### EUROPEAN AND INTERNATIONAL FRAMEWORK

The United Nations Agenda 2030 for Sustainable Development including the 17 Sustainable Development Goals (SDGs) sets the global framework for dealing with the environmental and social challenges and stresses the importance of private-public sector cooperation in achieving these goals.

The global Paris Agreement on climate change defines the course for keeping the rise in global average temperature to well below 2°C. In this context, it aims towards a framework for new technologies, financing tools and education.

At an EU level, the EU High-Level Expert Group (HLEG) delivered its final report (January 2018) with recommendations on issues of sustainable finance. With these recommendations in mind, in March 2018, the EU announced the "Action Plan: Financing Sustainable Growth".

<sup>7</sup> Revision of the target as it has already been achieved.

In conclusion, it is noteworthy that the European Banking Federation issued a special report that highlights the significant role of financial institutions in the course towards a green economy and sustainable development.

## PIRAEUS BANK'S ENVIRONMENTAL FRAMEWORK

Piraeus Bank monitors, and in some cases, co-shapes international and European trends and has established policies and strategies for the environment since 2004. In the framework of the commitments deriving from its Environmental Policy, Environmental Management Policy and its Strategy on Climate Change and taking into account the Management's commitment, the Bank has developed actions that reduce the environmental footprint from its operation and the environmental-social risk from its business customers.

Specifically, since 2011, the Bank's Environmental Management System (EMS) has been certified under ISO 14001 and EMAS (the strictest environmental management system). In 2017, the Bank's EMS was updated as to its overall documentation (procedures and documents) to comply with the requirements of the new ISO 14001:2015 standards. Reduction of the operating environmental footprint achieves a reduction in operating costs, of which the net benefit is estimated at €5 mn annually. The Piraeus Bank Group Cultural Foundation applies an EMS certified under EMAS, while four Industrial Parks of ETVA VIPE, have an EMS certified under ISO 14001:2015.

In 2017, the procedures for the organizing of the Environmental and Social Management System (ESMS) were completed, thus allowing the Bank to recognize and reduce the environmental and social risk deriving from business loans.

With its active participation in the Positive Impact Initiative of the United Nations Environment Programme Finance Initiative (UNEP FI), members of which are financial institutions internationally, the Bank contributes to the development of strategies for investments with a positive impact on the environment and society. Additionally, through its participation in the EU Business @ Biodiversity Platform, the Bank is at the forefront of co-shaping European policies on the interrelation between entrepreneurship and natural capital and biodiversity. The experience acquired by these international participations gives the Bank the ability to design new products and create new markets.

## PIRAEUS BANK GROUP ENVIRONMENTAL STRUCTURE

The Group created the necessary infrastructure in order to respond to the environmental and social challenges with the establishment of the Environment Unit in 2004 and the Green Banking Division in 2009.

The Environment Unit is responsible for implementing the Group's Environmental Policy and participating in social actions aimed at promoting sustainability, in the context of Corporate Responsibility. Additionally, the Unit's key fields of activity are: reduction of the environmental footprint from the Bank and its subsidiaries' operation, support of internal and external communication related to the environment and sustainability, enhancement of the Group's transparency, research into and promotion of innovative solutions to environmental issues, provision of know-how to the Organizational Units of the Bank and Group Subsidiaries and coordination of the relevant administrative units on the Group's strategic approach to the Sustainable Development Goals.

The Green Banking Division has a dual mission. On the one hand, it provides support to the Bank, its subsidiaries and customers on matters of green entrepreneurship and utilization of the opportunities arising from the existing national and EU institutional framework and the emerging green technologies. On the other hand, it is responsible for operations management, development of products and services related to all types of development programs, credit guarantee schemes, interest rate and co-financing subsidies as well as all related business activities and support of the other Group and Network Units.



In order to facilitate the operation of the EMS of the Bank and the Group's subsidiaries, an Environmental Management Officer has been assigned to the Environmental Management Unit (EMU) of the Bank, of PIOP and of the Environmental Council of ETVA VIPE SA. The Bank's EMU consists of executives of the Environment Unit, the Group Engineering Project Management & Administration Support, the Group Human Resources & Organizational Learning and the Group IT Operations, among others. The Environmental Council shapes the strategic course of development and implementation of the EMS of ETVA VIPE SA and is staffed by top executives.

Additionally, since 2017, the pioneer Energy Office was formed in the Group Engineering Project Management & Administration Support, with the key objective of continuously monitoring electricity and water consumption in its infrastructure with the use of special software. The Office can also monitor defects and damage to the equipment of buildings and timely detection of excessive energy consumption.

## MONITORING AND ANALYSIS OF ENVIRONMENTAL LEGISLATION AND CASE-LAW

The subject-specific Database on Environmental Legislation and Case Law (DEL&CL) that has been developed by Piraeus Bank constitutes an innovative tool for legal research and analysis. The DEL&CL provides a systematic framework for organizing specialized legal support to the implementation of Piraeus Bank Group's Environmental Policy, compliance with applicable environmental legal requirements and the proactive response to the developments in the regulatory framework.

The DEL&CL includes the necessary legal information and documentation as well as numerous legal opinions on specific implementation issues. The main pillars of the Database consist of:

1. General obligations and trends of the law for the environment and sustainable development.
2. Provisions for preventing and reducing operational environmental impacts.
3. The legal framework related to the wide-ranging actions undertaken by the Bank to mitigate its business environmental impacts.
4. Detailed and explanatory content lists.

Thus, the DEL&CL covers a very broad field of thematic issues, ranging from special actions for EMAS implementation and the realization of the Sustainable Development Goals to dissemination of data related to the measures and programs on environmental protection implemented by financial institutions.

The DEL&CL has been developed and is constantly updated by a specialized lawyer, legal advisor on environmental law issues; the Database is also presented in the Guide of UNEP FI "Guide to Banking and Sustainability" (2016), Edition 2 (pg.41), as practice illustration of the legal approach towards promoting compliance with environmental legislation.

## IMPROVEMENT OF ENVIRONMENTAL PERFORMANCE

Piraeus Bank is constantly developing strategies to improve its environmental performance and reduce the environmental footprint from its operations.

### ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

Piraeus Bank, in the context of its commitment for constant reduction of the environmental impacts from its operation, has developed and implements an Environmental Management System (EMS) in all its branches and administration buildings. Since 2011, the EMS of the Bank has been registered in the European EMAS Register, according to the Eco-Management and Audit Scheme (EMAS) Regulation of the European Union. The Bank's EMS is also certified according to the Standard ISO 14001:2015.

With over 700 buildings and more than 900 directly involved employees in the EMS, Piraeus Bank is one of the largest organizations in Europe –in number of employees and buildings– to implement such a strict standard of environmental management. Through the procedures of EMS, the environmental performance of all Bank buildings is monitored systematically, while also setting goals for continuous improvement and implementing the relevant environmental programs to achieve these goals.

The programs that are implemented are targeted at energy-saving in buildings, reduction of gas emissions (business travel, heating oil etc), solid waste management, paper and consumables savings as well as at continuous improvement of the Bank's environmental performance.

## EMS CERTIFIED UNDER THE NEW STANDARD ISO 14001:2015

In 2017, Piraeus Bank's EMS was updated as to its overall documentation (procedures and documents) to comply with the requirements of the new ISO 14001:2015 standard. With the adoption of the new Standard, a series of innovative elements are introduced to the EMS that, among others, increase the top management participation, integrate the concepts of risks and opportunities management related to environmental aspects and which may affect the Bank's operation, map the requirements of compliance with and commitment to sustainability and social responsibility undertaken by the Bank.

## REDUCTION OF PIRAEUS BANK'S ENVIRONMENTAL FOOTPRINT

The Bank's activities are characterized by specific environmental aspects which are assessed as to their importance and are monitored throughout the year based on specific processes. The methodology applied for these calculations is based on the requirements of the "GHG Protocol Corporate Accounting and Reporting Standard" of the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

Aiming towards integrated management of all environmental data (in excess of 350,000 annually), two applications have been developed: the "Environmental Footprint Calculation Database", an innovative tool designed according to the "Greenhouse Gas Protocol Initiative", and the automated "Environmental Management" procedure in the APPIAN workflow application.

The sections below report Piraeus Bank's performance in 2017. The results concern all the Bank's activities in Greece.

### Energy Consumption

The energy sources used for the activities of the Bank are mainly: electricity, heating oil, and fuel (eg petrol/diesel) for the transportation of employees.

#### *Electricity Consumption*

Electricity is consumed in all building infrastructures for lighting, the operation of electrical and electronic equipment, air-conditioning, while in most buildings for heating as well. Electricity consumption constitutes the environmental aspect of the Bank with the most significant environmental impact.

In 2017, total electricity consumption at all Group buildings exceeded 62 GWh, of which 77,000 kWh from photovoltaic systems installed at 6 branches. Electricity consumption per square meter and per employee was reduced by 3% and 2% respectively. In total, in a decade<sup>8</sup>, electricity consumption per square meter decreased by more than 25%, thus confirming the significance of all the energy-saving and energy-upgrading actions realized to date.

<sup>8</sup> 2008 is used as a baseline year, as since then all the environmental aspects of the Bank are systematically calculated on an annual basis.

### *Heating Fuel Consumption*

In 2017, a total of 323,750 litres of heating oil were consumed at 81 branches and 16 administration buildings. Compared to 2016, the number of buildings was significantly reduced but without the equivalent reduction in consumption as in 2016, 324,315 litres were consumed at 99 branches and 14 administration buildings. This is due to the increased needs for heating in 2017 versus 2016. Specifically, the total Heating Degree Days (HDD) were calculated, taking into consideration data from meteorological stations in 16 cities where a significant increase of 8% was noted.

### *Energy-saving Actions*

Every year, programs are implemented aimed at energy-saving, while goals are also being set, such as constant energy monitoring of existing and renovated buildings, with the adoption of energy-effective technologies.

#### *Energy Interventions at branches*

In 2017, renovations and energy-upgrading projects were continued at 80 more Bank branches by the Group Engineering Project Management & Administration Support, the most important of which were:

- |   |   |
|---|---|
| 1. Replacement of single-glazed with double, low-e glass. | 4. Installation of VAM heat pump exchanger for overnight cooling.       |
| 2. Installation of motion sensors in WCs.                 | 5. Replacement of high consumption lighting bulbs with LED light bulbs. |
| 3. Installation of BEMS energy-management systems.        |   |

#### *Energy-saving at the Bank's Data Center*

In 2017, specific interventions were realized at the Bank's Data Center, aiming to enhance the building's energy efficiency. More specifically: the number of racks was reduced from 80 to 2, while certain cooling systems were deactivated in the Server Room. Compared to 2016, total electricity consumption of the Data Center fell by 16%.

#### *Energy Saving – Replacement of Central Chillers in A/C system*

In April 2016, at the building of 87 Syngrou Avenue, the water cooled chillers were replaced with two new ones, with technical characteristics of high energy standards. After a year of full operation, the energy performance of the building has improved significantly, as energy-saving for A/C reached 43%, with an equivalent annual reduction of €33,400 in operating expenses.

#### *Energy Saving from light power of buildings*

During the renovations of building infrastructures, LED light bulbs were installed where possible. The installation is completed following photometric studies with the basic criteria of the achievement of high levels of lighting and the saving of energy.

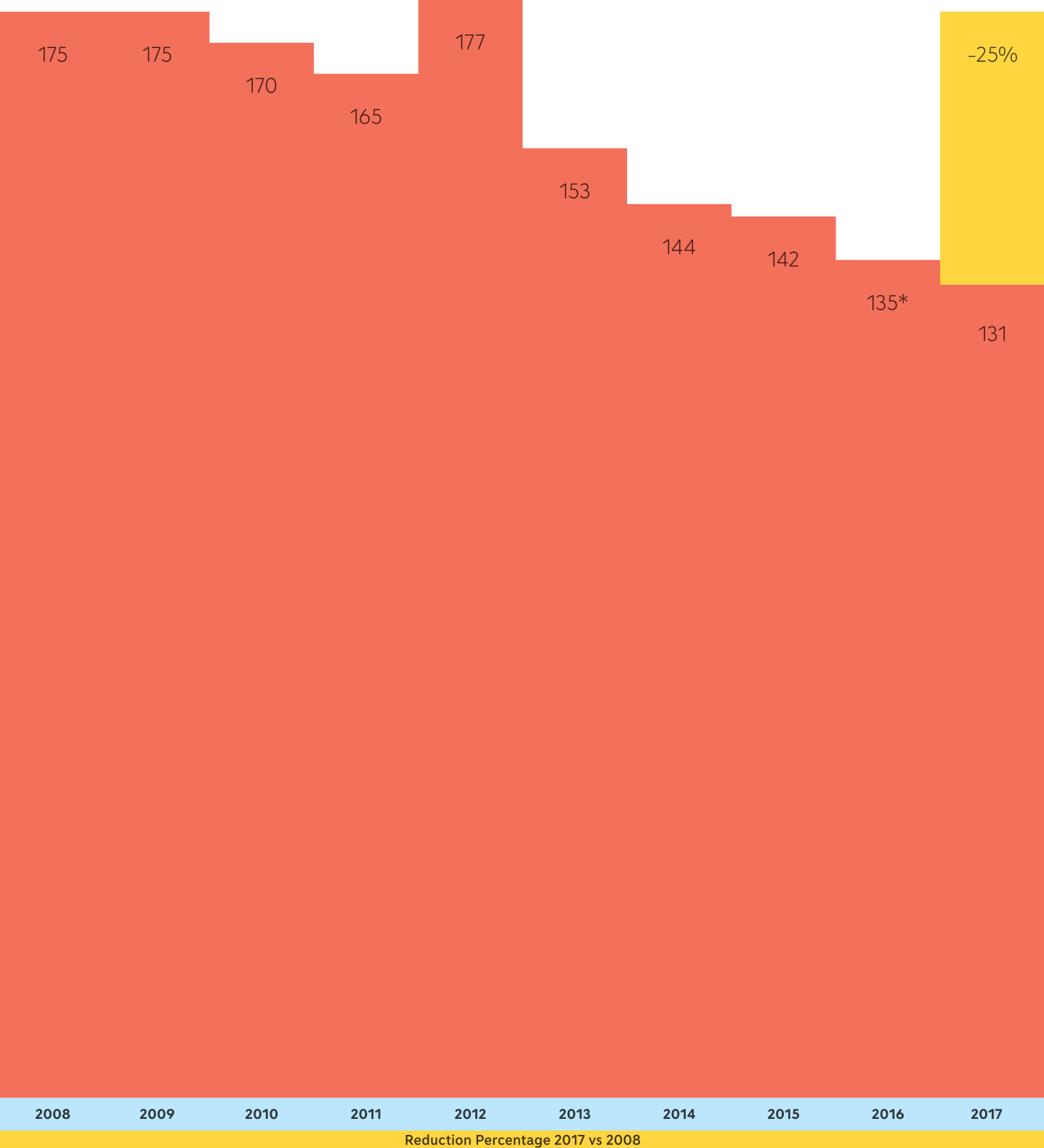
According to 2017 results, the index of installed lighting power density reached 7.10 W/m<sup>2</sup>. Taking into account that the Installed Lighting Power Density until 2013 was 20.06 W/m<sup>2</sup>, the reduction was 65%.

- |                                     |  |
|-------------------------------------|--|
| 1. Number of Branches: 102          | 3. Reduction in number of light bulbs: 20%   |
| 2. Reduction of lighting power: 65% | 4. Reduction of installed power density: 53% |

Based on a study carried out by an external consultant in cooperation with the Group Engineering Project Management & Administration Support, the annual financial benefit of the above project is estimated at €202,660.

#### *Energy-Saving in external Sign Lighting Bulbs – Installation of LED light bulbs*

At the end of 2017, replacement of external sign lighting bulbs with LED light bulbs at Branches commenced,



***Electricity consumption (kWh/m²)***

\*Including the electricity consumption of the Bank's warehouses.

following the study enacted by an associate company which proved the possibility of significant energy-saving. More specifically:

- |  |  |
|--|--|
| 1. Energy-saving is at 50% (operation of external sign).   | 3. The lifetime of the light-bulbs is more than double.          |
| 2. The financial benefit reaches €510 annually per Branch. | 4. Total energy consumption of the Branches shows a 5% decrease. |

In early 2018, the number of branches with replacement of external sign lighting bulbs reached 169.

*Photovoltaic self-production (net-metering)*

In 2017, the installation of the photovoltaic system (PV), with 173.47 kWp capacity, was completed at 6 Bank Branches as well as their connection to the electricity grid. It is noteworthy that based on the electricity bills issued to date, it has been calculated that 30% of the electricity needs of the 6 Branches is derived from the PV system.

In 2018, a further 19 PV systems, with 453.23 kWp capacity, are expected to be connected. With the completion of the project (estimated in 2019), 31 Bank Branches will have PV systems of total 768.78 kWp capacity.

*Energy Office*

In order to constantly reduce its environmental footprint, Piraeus Bank aims for optimal operation and constant energy-monitoring of its existing as well as under-renovation buildings through the adoption of energy-efficient technologies.

Taking the above into consideration, the Bank proceeded with the design of the Energy Office, an innovative environmental infrastructure program by targeting in energy and water saving. Through the Energy Office, over 300 building infrastructures are monitored. In 2018, this special software will have the ability of monitoring 600 Bank buildings.

With the use of a special algorithm and by taking into account the energy profile of each Branch separately, improvement is expected in the environmental performance.

Indicatively, the Program offers the possibilities below:

- |  |  |
|--|--|
| 1. Energy data comparison with the use of graphs among Branches. | 3. Assessment of energy-consumption scenarios and the possibility of decision-making for the implementation of investments in energy-saving projects (eg. change of A/C system with a high-tech equivalent). |
| 2. By distance intervention in case of defects or damage.        |  |

With full operation of the Energy Office, the following benefits are expected:

- |  |  |
|--|--|
| 1. Significant reduction of the Bank's Environmental Footprint.  | 4. Conditions improvements of thermal comfort of employees.  |
| 2. Monitor and understanding of the energy profile of the buildings as well as additional improvements in equipment. | 5. Raising awareness of Bank's employees and customers through the use of charts and energy data presented on projection screens in Branches and administration buildings. |
| 3. Projections of operating cost reduction.  |  |

## Consumables

Paper consumption has been evaluated as the second most important aspect regarding the environmental impacts stemming from the operation of the Bank. Every year, for its calculation, the supplies of paper consumables, the newspaper subscriptions and total quantities of paper used for communication and promotion, are taken into account. In relation to A3, A4 and A5 paper, the Bank almost exclusively (99.99%) used 100% recycled paper with the Eco-Label environmental certification. In parallel, all the quantities consumed for external promotion and communication is FSC certified paper.

In 2017, the total quantity of paper consumed reached 1,306 tonnes, of which 922 tonnes from paper that was Eco-Label certified and 41 tonnes from FSC certified paper.

Total paper consumption per employee was reduced by 3% compared to 2016, achieving the goal set. In total, over the last decade, paper consumption per employee has fallen by 31%.

In relation to printing consumables (ink cartridges/toners), a significant reduction of 37% was noted. In total, over 38,000 items were procured, of which 30% was refilled, thus supporting the re-use of consumables.

## Paper and Ink-saving Actions

1. The use of Managed Printing Services (MPS) for management of documents and printouts is applied at 31 administration buildings. In 2017, the printing of over 3,500,000 pages was prevented (approx.7% of all requested printing).
2. The use of MPS, combined with the innovative e-Signature service (electronic signing of documents and contracts), which was completed in 2016 at Branch network, aim to reduce paper consumption and printing costs.
3. Additionally, the number of transactions without a printed receipt at ATM's exceeded 49.0 mn.
4. In 2016, the pilot implementation of the innovative "Paperless Cashier" service was initiated at 53 branches. The service includes the combination of e-Signature and digital filing, thus aiming towards the elimination of paper use at branches and simplification and expediting of transactions.

In particular, approximately 23 mn transactions were made with the "Paperless Cashier" service in the 01/01/2017-31/12/2017 period, when its gradual integration into the Branches was completed. The table below shows the printing paper distribution:

e-Signature Transactions		Transactions with Handwritten signature
With 1 print out Copy for Customer (A4) 15,320,743	Without print out Copy 6,145,107	With 2 print out Copies (A4) 1,819,829

## Solid Waste Management

All buildings have implemented recycling programs, while recycling bins have been placed for paper, ink cartridges/toners, batteries and light bulbs. In 15 large administration buildings, package recycling is available at the canteens.

During 2017, more than 5,700 collections of materials to be recycled were realized at all branches and administration buildings. More specifically the collection of paper, ink cartridges/toners, plastic to be recycled is done in cooperation with licensed companies. Regarding the total paper procured by the Bank, a part is consumed in the processing of transactions, other banking activities and other actions (informative, advertising etc) and is given to customers, and the remainder is stored in the Bank premises. The section of the archived files which are not utilized any more is directed towards recycling.

More than 578 tonnes of paper were recycled, while more than 22,000 items of consumables were sent for refilling/ recycling. It should be noted that the amount of paper recycled at Administration buildings rose by 15% versus 2016, while the rate of ink cartridges/toners recycled in relation to the total ink/toner consumption rose by 26% versus 2016.

Regarding the collection of small batteries, large accumulators and electrical and electronic equipment waste (including light bulbs and lighting equipment), the Bank collaborates with related licensed alternative management systems.

Finally, household waste is placed in the appropriate bins and collected by the garbage trucks of the respective Municipalities.

## **Water Consumption**

Water consumed in the Bank's buildings comes from the water supply network of the cities where they are located and is mainly used for cleaning and personal hygiene. Water consumption is considered to be of medium environmental significance for Piraeus Bank. Compared to 2016, the total water consumption decreased by 6% and the respective index of total water consumption per employee by 2%.

### *Water-Saving Actions*

Aiming to achieve its water-saving goals, the Bank implements interventions at its buildings during their renovation. In 2017, installation of dual-flush toilets and controlled water flow faucets in WCs at 31 branches was completed.

Additionally, in 2017 a pilot environmental program commenced with the installation of water-saving filters in 40 faucets at 10 Bank branches. The specific program is to be extended to 2018 as well.

## **Liquid Waste Management**

Liquid waste from Bank's activities is limited to urban wastewater, which is channeled to the sewerage networks of the respective Municipality where it is processed further in accordance with the existing laws, as all Bank buildings are connected to sewerage networks.

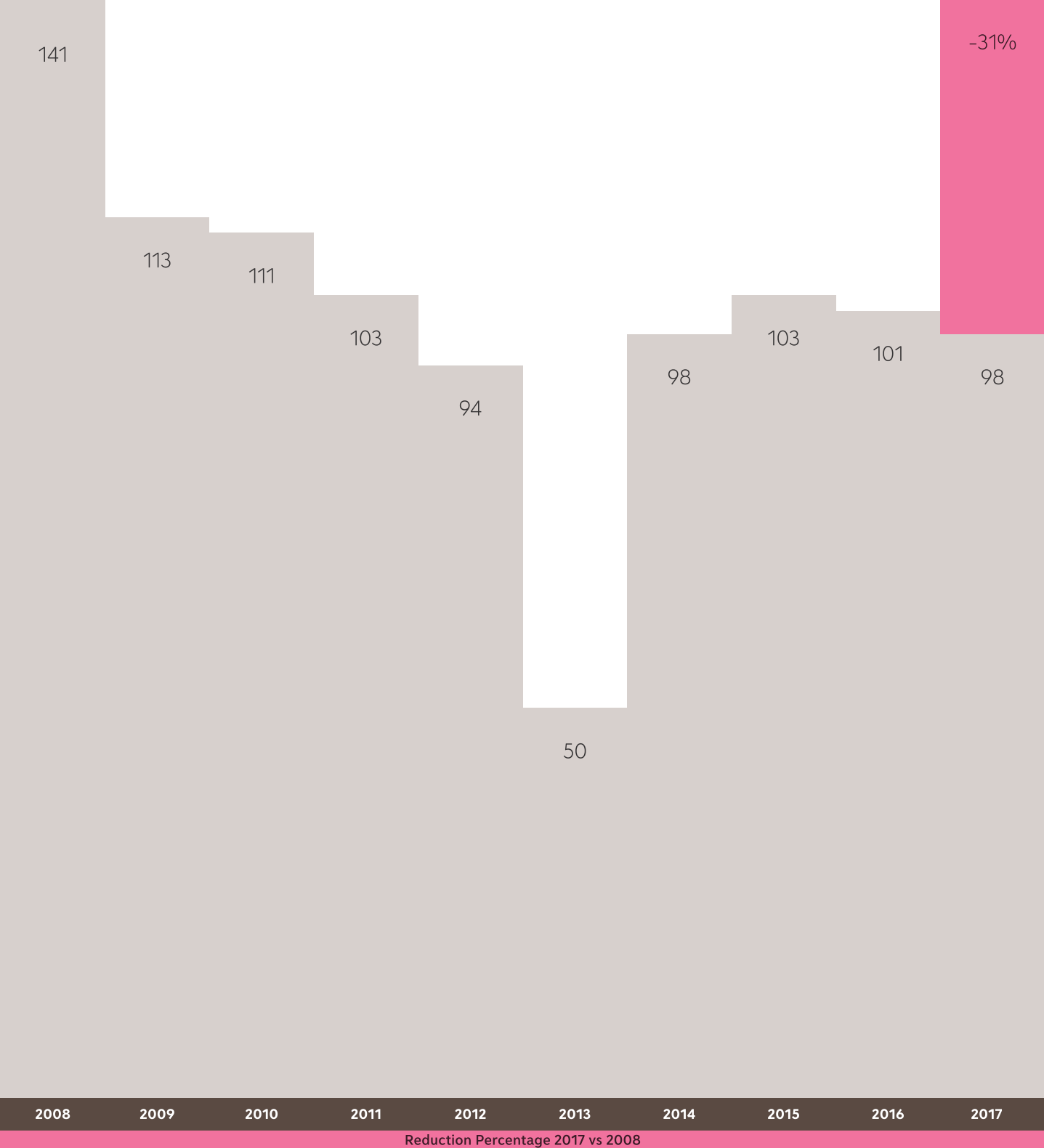
Total quantity of liquid waste is calculated based on the total water consumption of the Bank, estimating losses (eg due to evaporation losses etc) of 5%. Consequently, in 2017, the estimated total quantity of liquid waste reached 111,395 m<sup>3</sup>.

## **Transportation**

In order to calculate transportation, trips by car and by plane of employees are taken into consideration. More specifically, regarding road transport, the transportation of internal mail by motorcycle to and from the Administration Buildings in Athens is also included. For the calculations, the average monthly prices of unleaded petrol and diesel (business transportation), and the distance covered by employees from workplace to the training centre (training transportation), are taken into account.

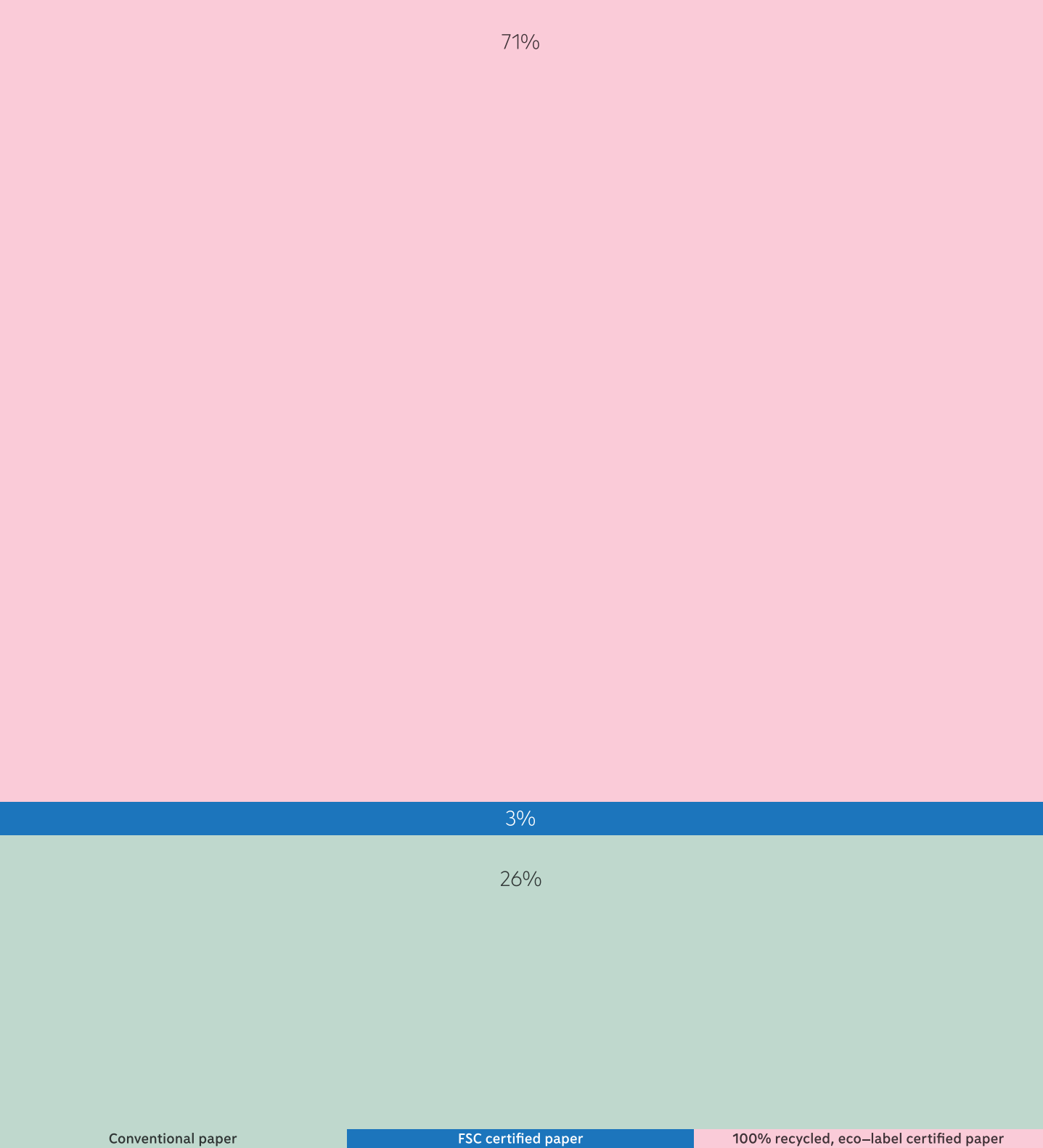
In total, in 2017, more than 26.9 mn kilometres were travelled by car and more than 5.6 mn kilometres by plane.

Finally, due to the completion of more than 96,200 e-learning assignments to employees, over 13.3 mn kilometres of road travel were prevented thus eliminating the need for car travel by 33%.

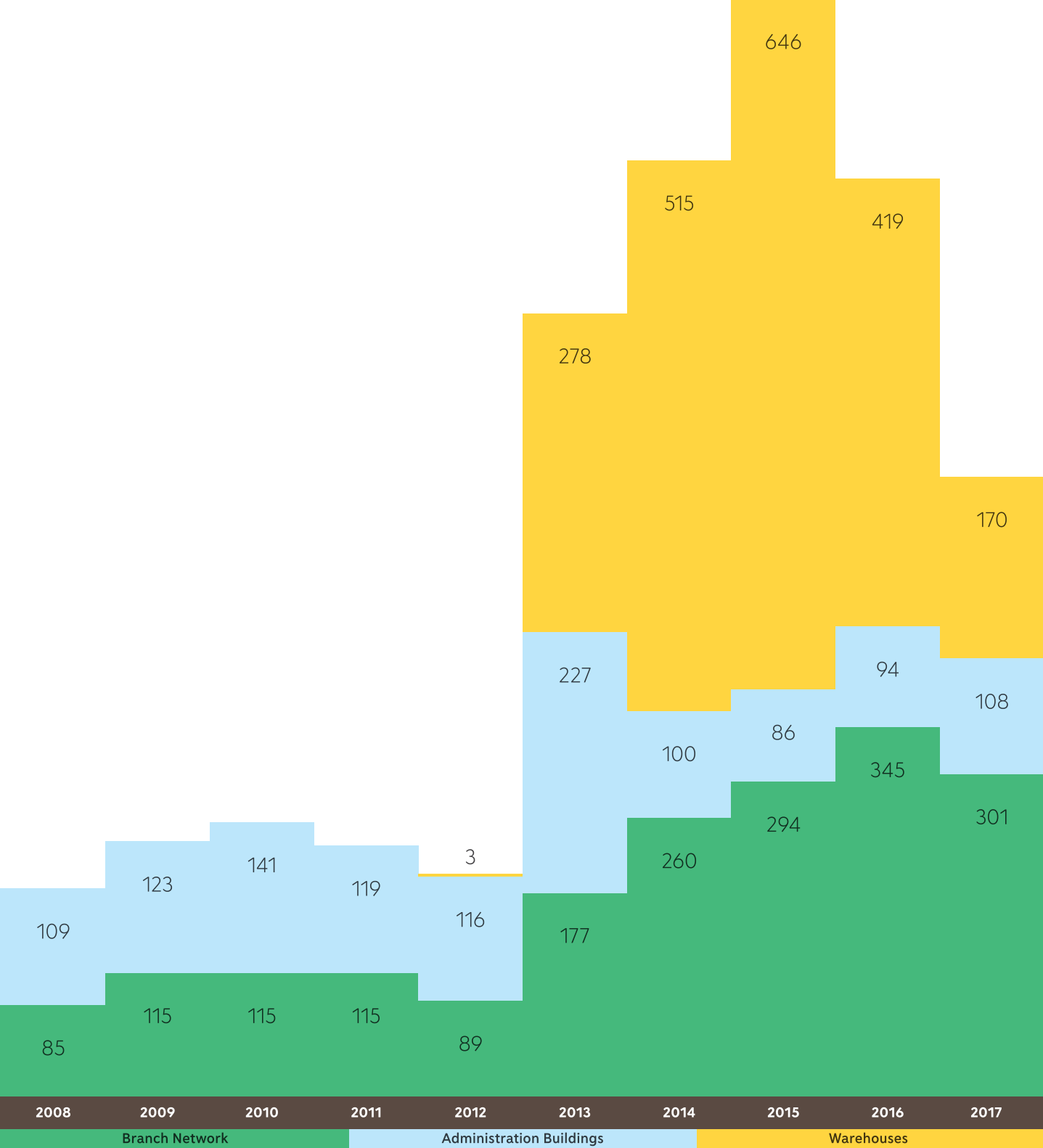


*Paper consumption per employee (kg/employee)*

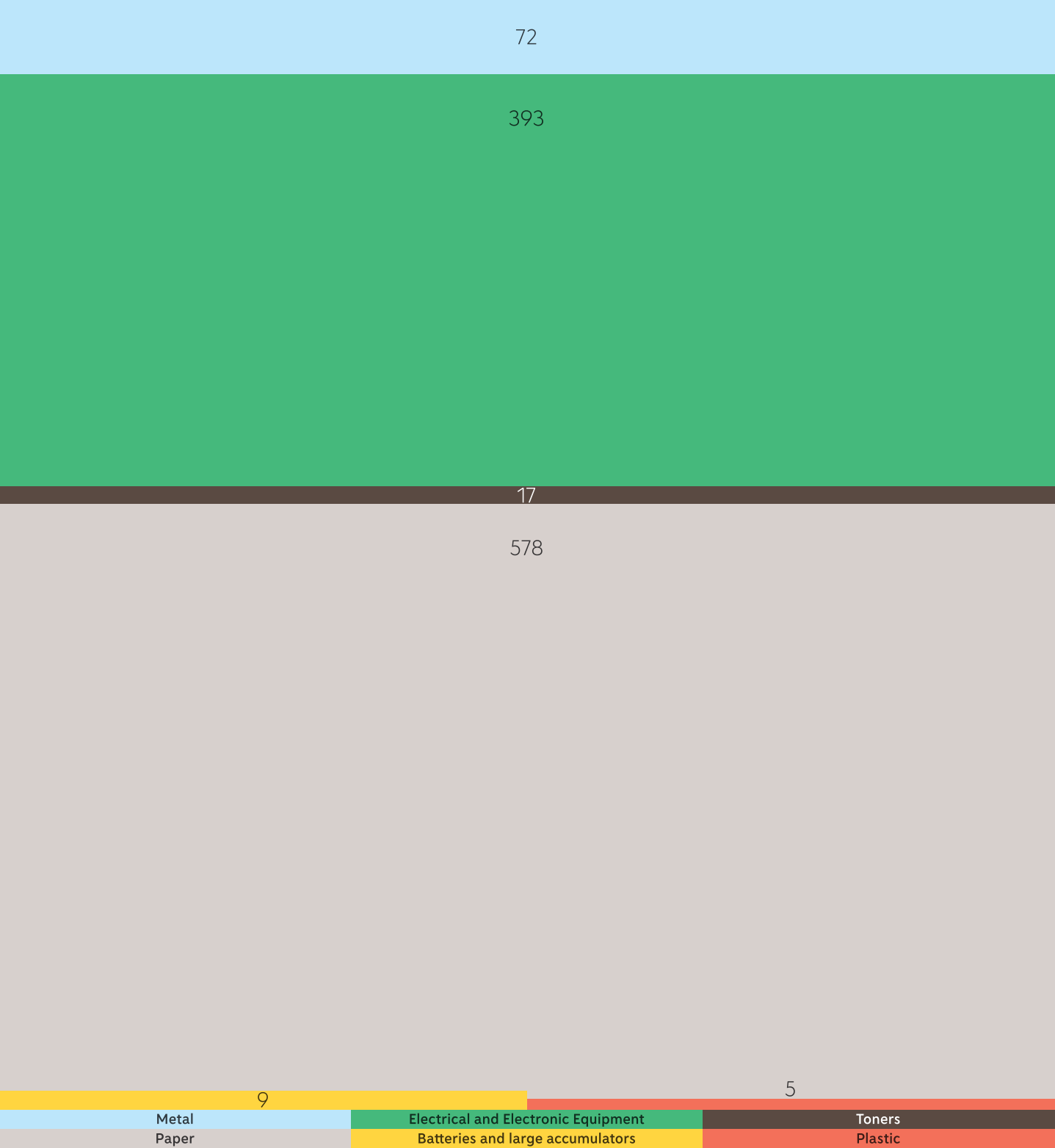




*Distribution of total paper consumption in 2017*



*Paper Recycled (tn)*



*Solid Waste Management in 2017 (tn)*

### *Actions of Transportation Avoidance*

Aiming to limit transportation, in 2017, older equipment was replaced with newer one to facilitate videoconferences in meeting rooms at administration buildings and branches.

The total number of calls in 2017 was 7,138, of which 1,456 were external calls and 5,682 internal.

### **Gas Emissions**

For the calculation of the total CO<sub>2</sub> emissions of the Bank, the operational control method has been applied and the following sources of emissions are taken into consideration:

#### *Direct emissions (Scope 1)*

1. Heating oil consumption.
2. Petrol and diesel fuel consumption from corporate fleet cars/motorcycles.
3. All refrigerants added to the air-conditioning equipment and heat/cooling pumps.

Refrigerants Added to A/C Systems* (kg)	2016	2017
R-407C	332.50	458.40
R-410A	95.20	141.30
R-417A	1.70	1.70
R-422D	47.70	88.00
R-438A	42.00	50.00

\* According to existing legislation.

#### *Indirect emissions associated with electricity consumed in the Bank's buildings (Scope 2)*

1. Electricity consumption in total buildings and branches.

#### *Other indirect emissions (Scope 3)*

1. Employee trips by car for business and educational purposes with rented or private cars.
2. Employee trips by plane.

The greenhouse gasses included in the calculations are: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and hydro-fluorocarbons (HFCs). The emissions from the burning of oil for heating or transportation are based on the Guidelines of IPCC and EMEP/ EEA for national emissions inventory. For the emissions from the consumption of electricity, the data of the national energy balance and emissions are taken into consideration, as they were recorded in the recent annual National Inventory Report of Greenhouse Gas and other gases<sup>9</sup>.

Piraeus Bank purchased Guarantees of Origin (GOs) by HERON THERMOELECTRIC S.A. for 86% of its total electricity consumption. More specifically, 53,665 GOs were cancelled (amount in MWh), thus certifying that the specific quantity of electricity derived from Renewable Energy Sources (RES's).

In 2017, total CO<sub>2</sub> emissions were reduced by 6%, reaching 41,000 tonnes of CO<sub>2</sub>. At the same time, a decrease of approx. 1% was noted in the CO<sub>2</sub> emissions per employee. In the last decade, CO<sub>2</sub> emissions per employee have dropped by 51%, due to two factors:

<sup>9</sup> Location-based methodology

1. the significant reduction in electricity consumption through energy-saving and upgrading projects; and
2. the change in the energy mix in the electricity sector in Greece in recent years.

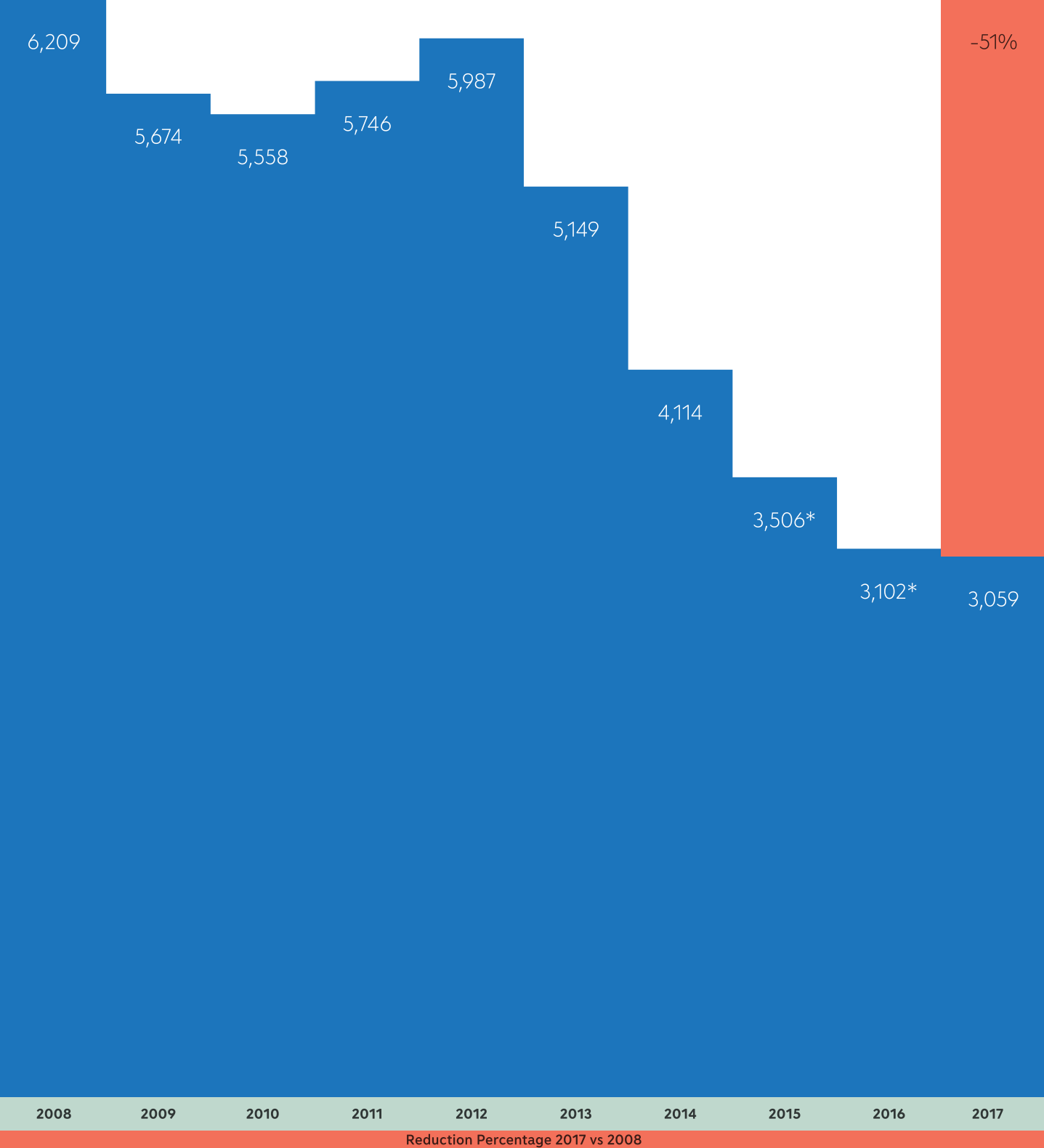
Aiming to expand the Bank's Scope 3 emissions methodology in 2017, a study was commissioned to an external consultant whereby additional Scope 3 emissions categories are to be evaluated and recorded, excluding business trips (which are already calculated), which are included in the "GHG Protocol Corporate Value Chain Standard" and are significant for the Bank. The study is expected to be completed in the first half of 2018.

At the end of 2017, assessment of the categories was completed, with the following 5 categories identified as the most relevant and significant for the Bank:

1. Investments (eg project finance, equity investments etc).
2. Purchased Goods and services (eg purchased equipment, maintenance services etc).
3. Upstream transportation and distribution (such as the distribution of electrical and electronic equipment, archive etc).
4. Waste generated in operations (including management/transportation thereof).
5. Employee commuting.

## Digital Banking

In 2017, a study was carried out to assess the economic and environmental benefits of Piraeus Bank's e-banking for 2016. It was estimated that the total economic benefit for the Bank from resource-saving (electricity, paper, ink cartridge/toner) with e-banking amounted €777 thousand for 2016. Additionally, e-banking created a significant energy benefit, as it contributed to the reduction of electricity consumption by approx. 1,500 MW/h and to an environmental benefit, with the Bank's indirect CO<sub>2</sub> emissions dropping by 1.1 mn tonnes.



***Total CO<sub>2</sub> emissions (kg/employee)***

\*Data regarding gaseous pollutants were revised for 2015 and 2016. Changes are attributed to the updating of gas pollutant emission factors for electricity production, based on the latest data about the composition of the energy mix in the electricity sector of the country (2016 published data).

Gas emissions <sup>i</sup>	2016 <sup>ii</sup>	2017	Trend 2016-2017	Target 2018
CO <sub>2</sub> Emissions (tonnes)	43,396.60	40,939.54	-5.66%	
CO <sub>2</sub> Emissions (kg/m <sup>2</sup> )	88.18	86.16	-2.28%	
CO <sub>2</sub> Emissions (kg/employee)	3,102.14	3,058.96	-1.39%	
CH <sub>4</sub> Emissions (tonnes)	1.90	2.16	13.54%	
CH <sub>4</sub> Emissions (kg/employee)	0.14	0.16	18.67%	
N <sub>2</sub> O Emissions (tonnes)	0.84	0.87	3.73%	
N <sub>2</sub> O Emissions (kg/employee)	0.06	0.07	8.42%	
NO <sub>x</sub> Emissions (tonnes)	113.37	105.71	-6.75%	
NO <sub>x</sub> Emissions (kg/employee)	8.10	7.90	-2.53%	
SO <sub>2</sub> Emissions (tonnes)	58.52	54.76	-6.43%	
SO <sub>2</sub> Emissions (kg/employee)	4.18	4.09	-2.20%	
CO Emissions (tonnes)	94.63	112.72	19.12%	
CO Emissions (kg/employee)	6.76	8.42	24.51%	
NMVOC Emissions (tonnes)	14.37	17.00	18.25%	
NMVOC Emissions (kg/employee)	1.03	1.27	23.60%	
PM <sub>10</sub> Emissions (tonnes)	19.77	18.22	-7.82%	
PM <sub>10</sub> Emissions (kg/employee)	1.41	1.36	-3.65%	
CO <sub>2,eq</sub> Emissions (tonnes) <sup>iii</sup> – scope 1	4,407.74	2,998.94	-31.96%	
CO <sub>2,eq</sub> Emissions (tonnes) <sup>iii</sup> – scope 2 (location-based)	37,102.43	34,671.96	-6.55%	
CO <sub>2,eq</sub> Emissions (tonnes) <sup>iii</sup> – scope 3	3,130.74	4,958.48	58.38%	
CO <sub>2,eq</sub> Total Emissions (tonnes) – Scope 1, 2, 3	44,640.91	42,629.37	-4.51%	
CO <sub>2,eq</sub> Emissions (kg/m <sup>2</sup> ) – scope 2 (location-based)	75.39	72.97	-3.20%	-2%
CO <sub>2,eq</sub> Total Emissions (tonnes/employee) – Scope 1, 2, 3	3.19	3.19	-0.18%	
CO <sub>2,eq</sub> Emissions (tonnes) <sup>iii</sup> – scope 2 (market-based) <sup>iv</sup>	0 <sup>v</sup>	4,901.21	-	

CO<sub>2</sub> = carbon dioxide, CH<sub>4</sub> = methane, N<sub>2</sub>O = nitrous oxide, NO<sub>x</sub> = nitrogen oxides, SO<sub>2</sub> = sulphur dioxide, CO = carbon monoxide, NMVOC = non-methane volatile organic compounds, PM<sub>10</sub> = particulate matter

<sup>i</sup> Calculations regard 100% of Piraeus Bank activities in Greece.

<sup>ii</sup> The 2016 data regarding gas pollutants were reviewed. These changes are attributed to the updating of gas pollutant emission factors for electricity production based on the latest data regarding the energy mix in the electrical energy sector of the country. (Published data for 2016).

<sup>iii</sup> For calculation of equivalent CO<sub>2</sub> emissions the following factors were applied: 1 for CO<sub>2</sub>, 25 for CH<sub>4</sub> and 298 for N<sub>2</sub>O. For further details, please refer to: IPCC, Fourth Assessment Report (AR4), Working Group 1, Chapter 2, Changes in Atmospheric Constituents and in Radiative Forcing, Table 2.14, p. 21.

<sup>iv</sup> For calculation the following have been taken into account: Guarantees of Origin (GO) and the residual energy mix for Greece (Published data for 2016).

<sup>v</sup> Piraeus Bank purchased Guarantees of Origin (GOs) from the companies Public Power Corporation SA – Hellas and HERON THERMOELECTRIC S.A for 100% of its electricity consumption in 2016.

Piraeus Bank Environmental Footprint <sup>i</sup>	2016	2017	Trend 2016-2017	Target 2018
<b>Energy Consumption</b>				
Consumption of electricity (GWh)- from electrical grid <sup>ii</sup>	66.41	62.06 <sup>iii</sup>	-6.55%	
Consumption of electricity (kWh)- from photovoltaic systems <sup>ii</sup>	0.00	76,648.72	-	
Total electricity consumption (GWh)	66.41	62.13	-6.44%	
Consumption of electricity (kWh/employee) <sup>ii</sup>	4,746.88	4,642.43	-2.20%	
Consumption of electricity (kWh/m <sup>2</sup> ) <sup>ii</sup>	134.93 <sup>iv</sup>	130.77	-3.08%	-2%
Heating fuel consumption (litres)	324,315.23	323,750.39	-0.17%	
Heating fuel consumption (litres/employee)	23.18	24.19	4.34%	
Consumption of electricity (GJ) <sup>ii</sup>	239,059.27	223,675.11	-6.44%	
Heating fuel consumption (GJ) <sup>v</sup>	11,768.65	11,748.16	-0.17%	
Total energy consumption (GJ) - within the Organisation <sup>vi</sup> , <sup>vi</sup>	285,675.81	245,464.86	-14.08%	
Total energy consumption (GJ) – outside of the Organisation <sup>v</sup> , <sup>vii</sup>	43,397.31	68,682.70	58.26%	
<b>Transportation</b>				
Business trips by plane - jetfuel (tn)	201.78	220.89	9.47%	
Business trips by plane (km)	5,096,539.20	5,579,678.54	9.48%	
Business trips by plane (km/employee)	364.32	416.91	14.43%	
Business trips by leased/corporate car – diesel fuel (litres)	582,763.22	191,612.86	-67.12%	
Business trips by leased/corporate car or motorcycle – gasoline fuel (litres)	417,540.36	94,121.19	-77.22%	
Business trips by rented/private car – gasoline fuel (litres)	952,809.32	1,659,592.03	74.18%	
Business trips by car/motorcycle <sup>viii</sup> (km)	26,489,795.39	25,202,719.60	-4.86%	
Trips by car for educational purposes – gasoline fuel (litres)	98,571.69	136,685.73	38.67%	
Trips by car for educational purposes (km)	1,247,742.80	1,730,199.13	38.67%	
Total kilometres travelled by car (km)	27,737,538.19	26,932,918.73	-2.90%	
Total kilometres travelled by car (km/employee)	1,982.78	2,012.40	1.49%	
Total Miles travelled (km)	32,834,077.39	32,512,597.27	-0.98%	
Trips prevented by opting for e-learning (km)	9,397,654.00	13,341,956.00	41.97%	
<b>Water Consumption</b>				
Water consumption (m <sup>3</sup> ) <sup>ii</sup>	125,061.16	117,257.78	-6.24%	
Water consumption (m <sup>3</sup> /employee)	8.94	8.76	-2.00%	-3%
<b>Consumables</b>				
Paper consumption from newspaper subscriptions (tonnes) [I]	36.78	27.26	-25.88%	
Paper consumption from the use of paper consumables (tonnes) [II]	424.45	315.94	-25.56%	
Conventional paper consumption for marketing purposes (tonnes) [III]	1.14	0.00	-100.00%	
Total conventional paper consumption (tonnes) [I]+[II]+[III]	462.37	343.21	-25.77%	
Total conventional paper consumption (kg/employee)	33.05	25.64	-22.41%	
Total consumption of original toner and cartridges (items) [VI]	48,817	27,534	-43.60%	



Piraeus Bank Environmental Footprint <sup>i</sup>	2016	2017	Trend 2016-2017	Target 2018
<b>Green Procurement</b>				
A5, A4 and A3 recycled paper consumption (tonnes) [IV]	812.02	921.60	13.49%	
A5, A4 and A3 recycled paper consumption (kg/employee)	58.05	68.86	18.63%	
FSC paper consumption for marketing purposes (tonnes) [V]	135.30	41.17	-69.57%	
Total paper consumption (tonnes) [I]+[II]+[III]+[IV]+[V]	1,409.69	1,305.97	-7.36%	
Total paper consumption (kg/employee)	100.77	97.58	-3.16%	-3%
Percentage of recycled chlorine-free vs. total consumption (%)	57.60%	70.57%	22.51%	
Percentage of FSC paper vs. total consumption (%)	9.60%	3.15%	-67.16%	
Percentage of environmentally certified (eco-label or FSC) paper consumed vs. total paper consumption (%)	67.20%	73.72%	9.70%	
Consumption of refilled toner and cartridges (items) [VII]	11,230	10,577	-5.81%	
Total consumption of toner and cartridges (items) [VI]+ [VII]	60,047	38,111	-36.53%	
Total consumption of toner and cartridges (items/employee)	4.29	2.85	-33.66%	
Percentage of refilled vs original (%)	18.70%	27.75%	48.40%	
<b>Solid Waste Management</b>				
Amount of paper recycled (tonnes) <sup>iv</sup>	857.66	578.49	-32.55%	
Amount of paper recycled (kg/employee)	61.31	43.22	-29.50%	
Amount of paper recycled (recycled/consumed) <sup>ix</sup> (%)	31.15%	31.28%	0.42%	3%
Amount of toner and cartridges reused/recycled (items)	27,495	22,070	-19.73%	
Amount of cartridges/toner recycled/reused (tonnes) <sup>x</sup>	20.62	16.55	-19.73%	
Amount of plastic recycled (kg)	6,404.90	5,105.58	-20.29%	
Amount of batteries recycled (kg)	8,960.70	7,156.02	-20.14%	
Amount of large accumulators recycled (kg)	1,026.50	2,076.00	102.24%	
Amount of light bulbs and lighting equipment recycled (kg)	15,140.12	12,644.26	-16.49%	
Amount of other electrical and electronic equipment recycled (excl. lights bulbs and lighting equipment) (tonnes)	514.31	380.84	-25.95%	
Quantity of ferrous metals recycled (tonnes)	51.26	72.24	40.94%	

<sup>i</sup> Calculations regard 100% of Piraeus Bank activities in Greece.

<sup>ii</sup> Bills received until the first week of May 2018 are included.

<sup>iii</sup> Piraeus Bank purchased 53,665 Guarantees of Origin (GO) (amount in MWh) from the company HERON THERMOELECTRIC S.A.

<sup>iv</sup> Data regarding the Bank's Warehouses have been included.

<sup>v</sup> Regarding calculations: the net calorific value and the density of each fuel type have been taken by the IPCC Guidelines (2006) and the International Energy Agency Manual (2005), respectively.

<sup>vi</sup> Energy consumption from car/motorcycle transportation of the company's fleet is included.

<sup>vii</sup> All business travel by car and by plane is included except travel with the corporate fleet.

<sup>viii</sup> Based on the assumption that the average consumption of a gasoline-powered vehicle is 7.9 litres/100km and of a diesel-powered vehicle is 6.4 litres/100km while average consumption of a motorcycle is 4.7 litres/100km.

<sup>ix</sup> The target concerns all building infrastructures of the Bank except warehouses.

<sup>x</sup> Based on the assumption that a cartridge/toner weighs on average 750 gr.

## PROTECTION OF BIODIVERSITY

The Bank develops innovative solutions that interconnect entrepreneurship and protection of biodiversity.

Piraeus bank recognizes that protection of biodiversity is one of the greatest global challenges and has incorporated it into its Environmental Policy. The development of innovative solutions that interconnect entrepreneurship and protection of biodiversity is included in Piraeus Bank Group's Corporate Responsibility Principles. The first attempt to connect business and biodiversity began with the innovative co-funded project LIFE-Stymfalia, which started in October 2013 and is to be completed in September 2018. The goal of the project is the protection and restoration of Lake Stymphalia while also creating business activities to support the refinancing of the lake's management in the future.

The LIFE-Stymfalia project provided the opportunity for Piraeus Bank to join forces with other financial institutions and organizations, through its participation in the EU Business and Biodiversity Platform (B@B), the goal of which is to develop measuring tools, principles and approaches which incorporate the aspects of biodiversity into business practices as well as to promote optimal business practices at a European level. In the framework of the Platform, the Bank participates in the EU CoP F@B Working Group, regarding mainly financial institutions, which was created by the need to find new methods for financing biodiversity and the natural capital as well as by challenges and opportunities created for the financial sector.

Additionally, Piraeus Bank was invited to participate in a team of experts in the framework of the International Union for Conservation of Nature (IUCN) project entitled "Incubator for Nature Conservation", with the aim of promoting business opportunities and achieving financial sustainability for protected areas. This pilot program has selected 10 protected areas globally, one of which is Lake Pamvotida.

## EUROPEAN PROJECT LIFE-STYMFALIA

In the framework of Piraeus Bank Group's sustainable development practices, the successful implementation of the European co-funded project LIFE-Stymfalia, which commenced in October 2013, is still ongoing. By means of the LIFE-Stymfalia project, Piraeus Bank, in collaboration with the Piraeus Bank Group Cultural Foundation (PIOP), Municipality of Sikyonion, OIKOM Environmental Studies Ltd, Society for the Protection of Prespa and Centre for Renewable Energy Sources and Saving (CRES), aims at the restoration of the wetland and at the long-term protection and management of Lake Stymphalia through the development and enhancement of mild business activities, thus ensuring the sustainability of the Lake's management even after the completion of the project.

Following the request to the European Commission for a one-year project extension, due to delayed granting of licensing for the core conservation activities, an official extension approval was granted, expiring in September 2018.

During the one-year project extension and with the approval of the Ministry of Environment and Energy, a third a reed-bed cutting took place at an area of 150 acres. At the same time, procedures continued for the licensing of the winter reed-bed cutting plan for 2018, the final one before the completion of the project. With the approval of the 4th reed-bed cutting, it is hoped that 200 more acres of reeds will be cut, in compliance with the project's contractual obligation to the European Commission, which included the reed-bed cutting of 340-440 acres.

It should be noted that for the priority species of Lake Stymphalia conditions in 2017 were worse than 2016 due to the drying of the Lake bottom. Improvement is expected for the avifauna (the birds of the area) as soon as the areas that have been cut in the context of the present program are filled with water. However, if drought conditions continue without any hydrological management interventions, the prospects for the protected species are bleak. For this reason, small technical works have been planned for the creation of ponds and land islets for fish species and aquatic birds; however, licensing from the competent authorities is still pending.

The cut reeds were transported to an existing composting plant to undergo the process for soil improver production. The compost produced, with reeds from Lake Stymphalia as raw material, will be distributed to members of the Stymphalia Farmers' Network.

Following the completion of the training seminars for the Farmers' Network of Stymphalia and the design of the logo "Stymphalia my Home", 8 Network members are already entitled to use the logo, according to specific criteria that have been set.

The first packaging with the logo has been delivered to the beneficiaries and is to be used directly with the aim of enhancing the recognizability of local products and services. Additionally, the environmental interpretation path "Man and Nature on the Paths of the Time" was completed and the distribution of the educational suitcase "Mission ... Stymphalia" commenced at schools in Corinth.

A Business Plan for the refinancing of the Lake's management is being developed. It aims to promote the comparative advantages of the protected area and to strengthen the Lake's sustainability, through the creation of RES actions and mild tourism activity. The collaboration and involvement of all stakeholders is crucial to the successful operation of this innovative business scheme.

In June 2017, the International Conference "Business and Biodiversity in Natura 2000 sites: The way forward" was held in Kastri and at the Environment Museum of Stymphalia. For the first time in Greece, delegates from private and public sector discussed the development of business and biodiversity in Natura 2000 sites, which could provide alternative funding for biodiversity and ecosystems protection. In the conference's conclusion, participants adopted the LIFE-Stymfalia Statement, encouraging all stakeholders to move beyond the perception that Natura 2000 sites are an obstacle to development and to recognize them instead as opportunities for promoting sustainable business that benefit biodiversity and ecosystems.

The project's progress is monitored through the submission of regular reports to the European Commission, which ensures uninterrupted and successful development of the project. In May 2017, the fourth project visit of LIFE-Stymfalia project was held by the External Monitoring Team of the European Commission at the Environment Museum of Stymphalia. In 2018, one more project visit will be held and the cycle of the regular reports will conclude with the submission of Progress Report No 2, and the Final Report to the European Commission.

Piraeus Bank, a pioneer in its support of innovation and green entrepreneurship and in the framework of its Environmental Policy, has began actions that aim to identify opportunities that arise from the protection of biodiversity with the goal of developing a new market. The EU co-funded project LIFE-Stymfalia and active participation in international initiatives create the know-how for the Bank and lay the foundations for the promotion of investments taking into account environmental protection.

*For more information see: [www.lifestymfalia.gr](http://www.lifestymfalia.gr)*

## ADDRESSING CLIMATE CHANGE

Piraeus Bank recognizes the effects and the opportunities arising from climate change, particularly in relation to the sectors of the Greek economy included in its business portfolio.

Piraeus Bank Group responds to the international challenges that derive from climate change. It constantly monitors and actively participates in developments by shaping its Strategy on Climate Change accordingly. In 2009, the Bank acknowledged the contribution of financial institutions to dealing with climate change and developed a tool of economic impact assessment of climate change to financial sectors and businesses in its portfolio. In 2010, BoD adopted a specific Strategy on Climate Change, with the aim of reducing its environmental footprint as well as enhancing RES's and green entrepreneurship.

Since then the Bank has been monitoring international interest in climate change and has been participating in international initiatives such as the UN Global Compact "Caring for Climate: The Business Leadership Platform", the "Positive Impact Manifesto for the Transition to an Inclusive Green Economy", the "Paris Pledge for Action" Initiative, launched in the framework of the UN Climate Change Conference in Paris.

Following the decisions taken at the Paris Conference in December 2015 ("Paris Agreement"), international interest in climate change grew. The speed with which initiatives are developed at a European and international level to deal with climate change attest all the more the importance of the role of financial institutions in dealing with climate change and in sustainable growth.

In its published recommendations, the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board (FSB) analyzes the risks, opportunities and economic impact of climate change while also emphasizing the adjustments that need to be made to the pillars of Corporate Governance, Strategy, Risk Management and Goals. In the past years, Piraeus Bank has proceeded with an initial recording, evaluation and assessment of the risks and opportunities. In 2017, it recorded the key points of the TCFD already implemented by the Bank and conducted a SWOT analysis of the strengths, the weaknesses, the opportunities and the threats for the Bank, with the aim to identify the actions required in the future for climate risk management.

## PIRAEUS BANK'S CLIMATE CHANGE STRATEGY

The Strategy on Climate Change (2010) is an integral part of the Strategy for sustainable growth and follows four axis points:

1. Gradual reduction of the carbon footprint deriving from the Bank's operations<sup>10</sup>.
2. Support of investments in RES and energy-saving projects<sup>11</sup>.
3. Evaluation of the risk arising from climate change for Greek businesses by means of special procedures and tools.
4. Finding solutions for the adjustment of businesses to the climate changes.

## CLIMATE RISK AND EXPOSURE

Piraeus Bank made the first coordinated efforts towards the economic evaluation of the climate risk exposure of businesses active in Greece. Specifically, through the Climate Risk Management Model it has developed, the Bank calculates annually the climate exposure of its business borrowers from various sectors that are likely to be affected financially by climate change.

<sup>10</sup> Piraeus Bank Group's Environmental Management System: [www.piraeusbankgroup.com/en/corporate-responsibility/environment/environmental-fields-of-action/environmental-management/environmental-management-system](http://www.piraeusbankgroup.com/en/corporate-responsibility/environment/environmental-fields-of-action/environmental-management/environmental-management-system)

<sup>11</sup> Green Entrepreneurship: [www.piraeusbankgroup.com/en/corporate-responsibility/environment/environmental-fields-of-action/green-business](http://www.piraeusbankgroup.com/en/corporate-responsibility/environment/environmental-fields-of-action/green-business)

The Model was developed in 2012, in the framework of the EU co-funded LIFE climabiz program, and in the following years was expanded to more branches of economic activity. In 2016, a related scientific article<sup>12</sup> and research was published, related to the impact of climate change and the methods of adaptation in the agricultural sector. The study assesses the impact on crops and cultivation in Greece and emphasizes the need for assessment of the risk from climate change in the agricultural sector and the relevant adjustment of the adaptation actions and of the banking products offered.

In the framework of the EU climabiz program, the Bank, as a coordinating partner, invested approx. €770,000. It invested an additional €43,000 in 2016 for the upgrading of the Model and the study for the agricultural sector as well as €31,500 annually for the calculation of the climate exposure and to support the Model.

For 2017, the characteristics of the business portfolio with impact from climate change and the general structure of the business borrowers that were included in the final sample per sector of economic activity are illustrated in the Tables below:

Characteristics of Sample loan-holders	
Total Number of Sample business borrowers	10,655
Total Turnover from Sample business borrowers	€ 44,413,535,577

Structure of Subject business borrowers per Sector of Economic Activity	
Offices	5.045
Agriculture	1.514
Energy Production	1.346
Processing	1.345
Hotels	1.247
Shipping	94
Hospitals	64

Total climate exposure of the Bank's business borrowers was estimated at €541.5 mn for 2017, or 1.3% of total turnover. Physical exposure constitutes 48.7% and regulatory exposure 51.3% of total climate exposure<sup>13</sup>.

Composition of the business loan portfolio for the last three years (2015-2017), with the criterion of climate exposure of the economic sectors with loans is as follows:

Composition of the Business Loan Portfolio Based on Climate Exposure of the Economic Sectors with Loans			
Climate Exposure Sector Category	Percentage 2017	Percentage 2016	Percentage 2015
Sectors of Negative Climate Exposure (benefit)	1.1%	1.1%	1.2%
Sectors of Zero Climate Exposure	69.4%	73.7%	63.6%
Sectors of Low Climate Exposure	17.1%	12.8%	19.0%
Sectors of Medium Climate Exposure	5.7%	5.7%	7.3%
Sectors of High Climate Exposure	6.7%	6.7%	8.9%

<sup>12</sup> Elena Georgopoulou, Sevastianos Mirasgedis, Yiannis Sarafidis, Maria Vitaliotou, Dimitris Lalas, Ioannis Theloudis, Kaliopi-Despoina Giannoulaki, Dimitris Dimopoulos, Vrassidas Zavras, *Climate change impacts and adaptation options for the Greek agriculture in 2021-2050: A monetary assessment*, Climate Risk Management Journal, DOI: 10.1016/j.crm.2017.02.002, 2016.

<sup>13</sup> For calculation of climate risk exposure of the specific sector of business loan-holders, the price of €/tn CO<sub>2eq</sub> was used as the average unit price to buy greenhouse gas emission allowances

It is noted that 87.6% of loan portfolio relates to sectors with negative to low climate exposure and only 12.4% of loan portfolio relates to sectors with medium and high climate exposure, at similar levels as 2016.

It is the goal of Piraeus Bank to assess the impact of climate exposure in relation to the total risk of business borrowers to allow for future assessment of the financial impact for the Bank and the Group.

## CLIMATE RISK MANAGEMENT MODEL

The goal of the Climate Risk Management Model is to assess the climate exposure of Greek businesses and evaluate solutions to reduce exposure.

The Model can be applied to calculate:

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|---|--|
| <ol style="list-style-type: none"> <li>1. to cost of climate risk (natural and institutional) related to climate change at economic sector, sub-sector and business level;</li> <li>2. the cost and benefits of the practices that can be implemented by a business in order</li> </ol> | <ol style="list-style-type: none"> <li>3. to reduce its climate risk; and the environmental footprint (gaseous emissions, greenhouse gases, liquid waste, solid waste) at both a sub-sector and business level.</li> </ol> |
|---|--|

Physical Climate Risk is the financial impact to a business due to the change in climate conditions (increase/decrease in average temperature or average rainfall, rise in sea levels, extreme weather conditions, eg. heat waves, flooding etc).

Regulatory Climate Risk is the financial impact to a business due to the reforms in the institutional framework in order to deal with climate change (eg. participation in the EU Emissions Trading System - EU ETS).

For annual assessment of climate exposure, data are collected from the total of the Bank's business portfolio. Following that, a sample is selected from businesses in specific sectors of economic activity, which are exposed to climate change and are of particular interest for the Bank's loan portfolio, and Typical Units are developed (standard modeled representations of the productive units and the representative financial sub-sectors). For the assessment of climate exposure, the turnover of the business borrower is assessed, as are the parameters according to the sector or sub-sector of economic activity. Indicatively:

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| <ol style="list-style-type: none"> <li>1. for the agricultural sector: the type and method of cultivation, geographical region;</li> <li>2. for services: the climate zone and for hotels in particular the season duration, year of construction, type of energy utilized;</li> <li>3. for manufacturing: the type of manufacturing it is involved in (steel</li> </ol> | <ol style="list-style-type: none"> <li>4. industry, oil refinery, aluminum production etc); and for electricity production: the fuel and the technology utilized as well as the installed power density and annual electricity production.</li> </ol> |
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Additionally, the business borrowers are categorized according to whether they participate in the EU emissions Trading System (EU-ETS), a factor which is taken into account in calculating climate exposure due to regulatory risk.

Following that, data from the Typical units are added to the Climate Risk Management Model and the calculations are executed.

In order to categorize financial sectors according to climate exposure, the Economic Sector Climate Exposure Index (ESCE) is calculated as the ratio of climate exposure in relation to the total turnover of the business borrowers, and the sectors are divided into categories as follows:

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| <ol style="list-style-type: none"> <li>1. Negative climate exposure : sectors with ESCE &lt;0%.</li> <li>2. Zero climate exposure : sectors with ESCE =0% (mainly concerns sectors not exposed to climate change).</li> </ol> | <ol style="list-style-type: none"> <li>3. Low climate exposure : sectors with 0% &lt; ESCE ≤1%.</li> <li>4. Medium climate exposure : sectors with 1% &lt; ESCE ≤5%.</li> <li>5. High climate exposure: sectors with ESCE &gt;5%.</li> </ol> |
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## COLLABORATIONS

Piraeus Bank collaborates with Society for the protection of biodiversity and the environment. The Society for the Protection of Prespa participates as a partner in the implementation of the European project LIFE-Stymfalia of the Bank, which began in October 2013. In the context of the employees' participation in volunteer programs, in 2017 the Bank collaborated with "Organisation Earth", while the cooperation with the social co-operative "Klimax Plus" for the collection of paper to be recycled in Attica continued. This cooperation, besides its contribution to the achievement in the environmental goals of the Bank, also supports vulnerable social groups and contributes to their re-introduction to society.

## ENVIRONMENTAL AWARENESS AND TRAINING

An integral part of the Group's philosophy is the shaping of a unified culture for its human capital and its stakeholders. This quality objective is achieved with environmental training and awareness-raising on planet's critical environmental issues.

The Bank ensures systematic training of its employees through e-learning and experientially through environmental actions. At the same time, it organizes a multitude of actions targeted at the protection of nature as well as creating alliances with NGO's, institutions and organizations.

### INTERNAL COMMUNICATION AND ENVIRONMENTAL AWARENESS IN THE GROUP

#### Environmental Awareness and Training of Employees

The goal of e-learning is to promote key environmental terms and the Bank's environmental work as well as making topics such as well as and specific topics such as green entrepreneurship, the Bank's green products as well as the procedures of the Environmental Management System under EMAS of the Bank comprehensible.

In 2017, 147 Environmental Management Co-ordinators were trained in specially-designed e-learning related to EMAS and the Environmental Management System of the Bank. Additionally, 470 people completed environmental e-learning programs in issues of energy-saving, RES's, eco-driving as well as solid waste and water management and financing. By aiming to strengthen the knowledge of Green Entrepreneurship and Environmental Banking, executives from Entrepreneurship Centers, the Directors and executives of the Branch Network and executives of subsidiaries received e-learning. In total, in 2017, man-hours of training on environmental e-learning reached to 2,232.

#### E-learning course on Environmental and Social Risk

With the goal of raising employee awareness, the Human Resource Unit in collaboration with the Environment Unit completed the e-learning lesson "Environmental and Social Risk". The lesson has already been delivered to 78 selected Bank executives, with the aim of disseminating it to more employees in 2018.

#### Green News

"Green News" uploaded on the intranet continued this year to inform employees. On average, 550 employees follow the bulletins.

## **Annual Environmental Management Competition**

Piraeus Bank, organizes annually the Material Recycling and Energy Saving Competition "Green Behaviour Wins!" with the total participation of the branches and administration buildings, which are included in the Environmental Management System (EMS) and are rewarded for: the quantity of materials recycled in paper, batteries and ink cartridges/toners as well as for the greatest reduction in electricity consumption. Apart from the sensitisation of employees, the recycling competition also aims to constantly improve Piraeus Bank's environmental performance and reduce its environmental footprint.

For the seventh consecutive year, the employees of Branches and Administration Buildings who were awarded received symbolic gifts with environmental overtone, thus rewarding proper and responsible environmental behaviour in their everyday operation.

## **Eco-driving**

In 2017, Human Resources Unit and the Environment Unit in collaboration with the Centre for Renewable Energy Sources and Saving (CRES) conduct seminars on ecological and safe driving. In total, 10 seminars were held at the Bank's training center in Kastri, in the context of the lesson organized by Green Banking regarding ESMS, attended by 126 executives. Employee training was conducted in three parts. In the first part, a short drive was taken with employee vehicles in the area. In the second, a 15-minute theoretical session was held on the issue of Principles of Safe, Ecological and Economical Driving. In the third, the first route was taken again, applying the Principles of Eco-driving. By comparing the data from the employees' driving before and after and with the use of the vehicles' trip computers, it was noted that almost all drivers achieved an average fuel-saving of 11.5% by applying the Principles of Eco-driving.

## **Environmental Education of Employees' Children**

The Bank, in the context of its cooperation with the American Farm School of Thessaloniki, organized in 2017 a course of environmental-educational program for Group employees from Thessaloniki and their families.

In March 2017, a Tour titled "Getting to know Athens by walking" was organized, followed by a visit to the National Garden. Moreover, the Treasure Hunt "Get to know Plaka for Fun", an action with cultural and environmental content held in April, received very positive response.

At the Piraeus Bank Group Historical Archive, employees and their children had the opportunity to play the board-role-playing game "Mission Stymphalia", which is included in the educational suitcase of the European project LIFE-Stymphalia. Through play, parents and children became acquainted with the problems of the wetlands and cooperated so as to "save" Lake Stymphalia.

In total, more than 300 people participated in the above actions, both adults and children.

## **Environmental Management System (EMS) Awareness Campaign**

With the aim of raising awareness of Piraeus Bank Group's environmental management to employees and the wider public, in 2016, a related campaign was designed, which is expected to continue until the end of 2018. The campaign includes posters and brochures placed at buildings and branches as well as note pads, bookmarks and leaflets distributed to employees during their training.

## **Environmental Behavior Questionnaire**

In the context of a study conducted every two years since 2007, related to the environmental performance of Bank employees, 1,923 employees completed on a volunteer basis the questionnaire "Our daily habits and the environment"



which was posted on Intranet. The results are analyzed by the Ecological Recycling Society. The average environmental performance of employees, on a 10-point scale, in 2007 was 5.8, in 2009 it rose to 6.3 and in 2011 to 6.8. In 2013 and 2015 it stood at 6.4. In 2017, employees' environmental performance remained unchanged at 6.4.

## EXTERNAL COMMUNICATION AND ENVIRONMENTAL INFORMATION

### Social Media

The "Think Green" platform, operates since 2011, has created an internet community with presence in the most popular social networks (Facebook, twitter, YouTube, Flickr). The platform has more than 33,000 friends on facebook in the seven years of its operation and constitutes a precious source of information on environmental issues, with daily posts of articles which are aiming at sensitizing users. More information is available on the website of the Group [www.piraeusbankgroup.com](http://www.piraeusbankgroup.com), where its environmental work is presented thoroughly, while on the web-pages of climabiz and LIFE-Stymfalia the progress and results of these projects are presented as well as the other LIFE programs.

### Press and website listings-Newsletters

The Group's environmental work is promoted regularly in the printed media and in various websites. 20 separate articles and press releases appeared in newspapers with broad circulation in 2017 on issues such as the achievements of Piraeus Bank Group's Environmental Management System, LIFE-Stymfalia project as well as the practical commitment of the Bank to the principles of Corporate Responsibility.

### Educational suitcase of the Archive

In the framework of the European project LIFE-Stymfalia, the educational suitcase "Mission ... Stymphalia" was created and borrowed September-December 2017 by three schools in Corinth (1st and 2nd High School of Kiato, 2nd High School of Xylokastro) raising awareness about the problems and threats of wetlands to a total of 308 students.

### Path of environmental and cultural interpretation

Considering the environmental and cultural identity of Lake Stymphalia and in the framework of LIFE-Stymfalia project, in April 2017 the environmental interpretation path "Man and Nature on the Paths of the Time" was constructed. The path connects the Environment Museum of Stymphalia with the wetland and the archaeological site.

From April to December 2017, the path has attracted more than 2,500 people, including organized groups such as schools, scouts, NGO's, mountaineering clubs etc.

### Installation of bicycle stands

With the aim of sensitizing Human Resources as well as the broader public on issue of environmentally-friendly transport, in 2017 the relevant Environmental Program was completed. After conducting the relevant study and obtaining the required permits, bicycle stands were placed at two Bank Administration buildings and at in a province Branch.

## GREEN BANKING

### SOCIALLY AND ENVIRONMENTALLY RESPONSIBLE BANKING PRODUCTS AND SERVICES

For the past 10 years, Piraeus Bank has been continuously promoting the integration of social and environmental aspects into its business practices by means of the coordinated actions and initiatives that it

undertakes, with the aim of improving social welfare and sustainable growth. For 2017, the Bank's management and its stakeholders assessed promotion of environmentally responsible products and services as an important issue in contributing to sustainable development. With Green Banking and Development Programs guiding it, the Bank monitors developments in the energy sector, which constitutes the majority of the Group's green portfolio, and in all sectors that contribute to the promotion of a sustainable model of growth. Since 2009, the Bank has been actively promoting the fields of Renewable Energy Sources (RESs), energy-saving, proper water and waste management, organic farming and agro-tourism and eco-tourism. The Group's specialized green products and services aim to serve these fields and to promote clean technologies in order to serve the investment choices of individual and business customers. The indirect impact of these specific loans is reflected in Greek society with the creation and preservation of jobs, with the support of low-income groups and with the protection of the environment in general.

The Group's approach to this issue is strengthened by the Corporate Responsibility Principles, the Environmental Policy (2010), the Strategy on Climate Change and the Sustainability Statement of the Piraeus Bank Group Executive Committee. Piraeus Bank Group offers individuals green loan products for:

1. The purchase or construction of a house with an energy efficiency class higher than B+.
2. Installation of photovoltaic (PV) systems in their homes or environmentally-friendly repairs/interventions to improve their home's energy-efficiency.
3. The purchase of consumer goods (eg Green appliances) or other green interventions.

Small businesses, by means of "Piraeus Green Business", are able to receive loans either for the purchase and installation of PV systems suitable for self-production with energy offsetting (Net Metering) or for selected energy-upgrading expenses of business premises. Finally, Piraeus Bank Group, through the Center of Sustainable Entrepreneurship Excelixi SA, provides specialized green services such as Green Key, carbon footprint, environmental management services and energy studies. These services are aimed at enhancing its customers' competitiveness by reducing their operating expenses, their involvement in new, innovative sectors and adaptation to new standards.

The development and promotion of specialized green products and services requires the synergy of all the stakeholders, both within and outside the Group. Consequently, in 2017, the Green Banking and Development Programs Unit designed and realized targeted training seminars for Group employees in order to disseminate its know-how on issues of green banking while also actively participating in meetings, conferences and workshops with Greek and international institutions related to all sectors of green entrepreneurship.

Piraeus Bank, through analytical procedures of monitoring its green portfolio, notes at regular intervals, the positive contribution of green loans to sustainable growth (positive impact). The Unit aims to provide constant information to all stakeholders in relation to qualitative and quantitative portfolio data. At the end of 2017, the Group had more than €1.79 bn approved limits, proving in this way its strong commitment to the financing of new green entrepreneurship projects and especially RES projects that are in the planning and implementation phases. The total number of green clients (private individuals and businesses) to have been financed by Piraeus Bank Group at the end of 2017 rose to 24.8 thousands. In total, at the end of 2017, loan balances of the green portfolio exceeded €976 mn, with the portfolio maintaining its quality characteristics.

More analytically, by the end of 2017, in excess of 22.2 thousands individuals had received funding to complete their green investments. At the end of 2017, loan balances of the green portfolio exceeded €66.8 mn. Most loan balances regarded the installation of PV systems on roofs (€46 mn). The majority of individuals were from the "Exoikonomisi Kat' Oikon" program, which had expired in 2015. However, in 2017, as in 2016, additional beneficiaries from the Ministry of Environment and Energy were included in the program. 2,950 applications

were initially eligible, giving more individual customers the opportunity to proceed with the energy-saving interventions to their homes. According to the additional decisions for inclusion in the intermediate program which have been published for 2017, the Bank exceeded 50% of eligible applicants, more than any other year. At an adverse economic period (2011-2017), the Bank actively supported with loans over €70 mn, more than 17,000 of its customers in their efforts to complete the energy-saving projects and consequently reduce their family expenses. The majority of citizens who received loans are in the lowest income scale with individual income under €12,000 or family income under €20,000.

At the end of 2017, approximately 2,500 businesses had Bank loans of active status for implementation of green entrepreneurship projects. Green loans to businesses of the bank Units of Small and Medium size Enterprises (SMEs), Business Centers, Large Corporates and Piraeus Leasing exceeded €874 mn, constituting 89% of green portfolio.

Loans to RES projects continue to constitute the majority of the Group's green portfolio. In particular, PV systems had loan balances amounting €491 mn at year-end 2017. Wind farm projects have also received significant financing, with loan balances reaching €306 mn (+20% versus 2016). Finally, the Bank holds loan balances for 16 small hydro-electric stations amounting €63 mn as well as loans for 15 biomass/biogas projects.

Constant financial and technical assessment of existing and new green investments, which include technical and environmental criteria in their assessment, plays an important role in the quality of the green portfolio.

The total capacity of financed projects (including paid-off loans) by the Group, at year-end 2017 reached 1,134 MW, holding the 20.5% of the total RES capacity in Greece. Operation of these investments prevents on an annual basis, the emissions of 2.35 mn tonnes of CO<sub>2</sub>.

RES Project Volumes	2017	2016	Change
Capacity (MW) from bank-funded RES	1,134	1,017	+11.5%
CO <sub>2</sub> Emissions Prevented (thousands tonnes)*	2,350	2,124	+11%
Green Loan Limits of RES projects (€ bn)	1.38	1.31	+5%
Green Loan Balances of RES projects (€ bn)	0.89	0.95	-6%

\* Calculation of the CO<sub>2</sub> quantities of emissions prevented is achieved based on the latest available average rate of CO<sub>2</sub> emissions from Greek conventional electricity production and the average annual electricity production per RES technology according to the latest published data by the Operator of Electricity Market.

## IMPLEMENTATION OF AN ENVIRONMENTAL & SOCIAL MANAGEMENT SYSTEM FOR FINANCING

The Environmental and Social Management System (ESMS) was completed in 2017 and its gradual implementation began. The purpose of the system is to evaluate and manage the environmental and social risks, ie the negative impact on the environment and society that may arise from the business activities of financed business customers.

In accordance with the ESMS specifications, the Bank initially assesses the loan applications and defines the scope of due diligence review in order to identify the environmental and social risks. With this initial assessment and in alignment with Law 4014/2011, it ranks the loans on a three-point qualitative scale of low (c), medium (B) and high (A) risk, and specifically:

1. Category A: of potentially significant environmental or social risks and/or impacts that are multidimensional, irreversible, or unprecedented and which usually affect an area broader than the sites or facilities.
2. Category B: of potentially significant environmental or social risks and/or impacts that are reversible and which do not usually affect an area broader than the sites or facilities.
3. Category C: of manageable environmental or social risks and/or impacts that are reversible with the implementation of the appropriate measures and which usually affect the sites or facilities.

In all categories of environmental and social risk, the Bank assesses the background of the client and of the shareholders-stakeholders in relation to serious environmental and social incidents and/or complaints that may have arisen, utilizing all available public information. At the same time, the Bank has incorporated into its Credit Policy list of excluded activities, on which the Bank bases the exclusion from financing certain business activities.

Subsequently, the Bank, according to the ranked category of business activity, undertakes case-by-case due diligence by conducting spot checks and/or off-site check of permits and licenses. In cases where during the check, the risks are found to be unmanaged, a Corrective Action Plan (CAP) is developed with a specific deadline of implementation, which is agreed upon with the customer.

For implementation of the system, the Bank has incorporated in all its loan contracts the right to:

1. Monitor the premises of the funded business.
2. Propose corrective measures with customer approval.
3. Set the relevant terms and clauses on a case-by-case basis.

The Bank monitors and evaluates regularly the environmental and social performance of loan holders according to the social and environmental criteria it has set as the risks and the degree of compliance of the loan holder may change.

## DEVELOPMENT PROGRAMS

Piraeus Bank responding with consistency to its commitment to the financing of projects and actions which protect the environment, support Greek society and offer significant financial returns, continued in 2017 its cooperation with development institutions in Greece and internationally in relation to development, guarantee and co-funded programs in order to provide the necessary tools to businesses that wish to grow and expand their activities.

At the end of December 2017, Piraeus Bank completed its inclusion in the pilot program Private Finance for Energy Efficiency (PF4EE). The PF4EE program is an innovative tool combining the provision of liquidity and loan guarantees through the European Investment Bank (EIB), aimed at financing energy-saving projects. This agreement amounts €100 mn and is the only one of its kind in Greece and, in the context of the specific program, the largest in Europe. The program is expected to be activated by the middle of 2018. Additionally, in the framework of this agreement, further reduction of interest rate is provisioned for businesses willing to create or have created within the past 6 months at least one job for young people (15-25 years old).

## SUSTAINABLE DEVELOPMENT AND INVESTMENTS

The Principles of Sustainable Development (Environmental, Social and Governance – ESG) have begun changing investments. The capital already invested, which takes into account not only financial criteria but the principles of Sustainable Development as well, has increased steadily in the last 2 years. Indicatively, while in the three-year period of 2011-2013, this type of capital increased with a regular growth rate of 11% annually, reaching €60 bn. Following the UN Climate Change Conference in Paris in 2015 and to date, the capital invested under these

principles soared to €145 bn. In addition, EUROSIF estimates that at present in Europe companies are excluding investment opportunities amounting approximately €10trn by not complying with the principles of Sustainable Development<sup>14</sup>. The most recent significant development was the one from the European Securities and Markets Authority (ESMA), which announced that one of its priorities is monitoring businesses' compliance to the Accounting Directive to disclose non-financial and diversity information in the composition of their staff. The effect of this announcement, apart from its immaterial value, will prove profitable for businesses which abide by the Principles of diversity, as the new capital to be directed towards these will be notably high.

Piraeus Asset Management is a subsidiary of Piraeus Bank and is part of the Piraeus Financial Markets Sector (PFM), having as a basic purpose the investment management of Mutual Funds and Institutional and Private Portfolios. In continuation of the 2016 actions, in February 2017, following the relevant approval of the Hellenic Capital Market Commission (HCMC), the Company launched a Mutual Fund (MF) in the Greek market which invests in companies that abide by the Environmental, Social & Governance (ESG) principles. The MF is called PIRAEUS BALANCED DEFENSIVE STRATEGY FUND OF FUNDS and invests primarily in international MF of the major international firms such as JP Morgan, Pictet and Parvest, which after extensive analysis of their securities, have an ESG rate. In this respect, Piraeus Asset Management SA has developed a database of over 3,000 international companies, which are analyzed based on ESG as they are defined internationally. Moreover, it developed a list of MF specialized in Sustainable Development Principles in order to shape the proper framework of permitted investments from which to select the best MF to invest in.

## **ETVA INDUSTRIAL PARKS SA (ETVA VIPE SA)**

### **ENVIRONMENTAL MANAGEMENT AT ETVA VIPE SA**

Environmental management of ETVA Industrial Parks SA (ETVA VIPE) includes all the company's fields of activity (water supply, solid and liquid waste management, noise level estimation, environmental monitoring). At the same time, efforts are made for the adoption of best practices by the businesses located or to be located in the industrial areas, i.e. environmental management is an organizational framework that plays a key role in the company's overall operation.

The Environmental Management System, certified under ISO 14001:2015, is implemented at the company's head offices (since 2016) and at four additional Industrial Parks (since 2017). Within 2018, a new file will be submitted with additional data to enroll in the EMAS Register.

In the key fields related to the environmental management of the activities of the Industrial Parks, the data for 2017 are as follows:

### **Liquid Waste Management**

In 2017, ETVA Industrial Parks SA processed a total of 3,903,137 m<sup>3</sup> of industrial wastewater at 7 Waste Treatment Plants under its management. The volume of sludge produced and managed by the company was 6,877 tonnes.

The innovative wastewater processing method of applying bio-enhancers to the biological process was continued in 2017 at the Waste Treatment Plants of Patra and Kommotini, at which the production of dehydrated sludge was reduced by more than 80% in relation to 2016 and a total of 250 tonnes was produced.

<sup>14</sup> Source: Deutsche Bank report Konzept 2018

## Liquid Waste Management

In 2017, a total of 5,561,708 m<sup>3</sup> of water was pumped for the needs of the Industrial Parks, while 50.472 litres of chemicals (sodium hypochlorite) were used for purification. ETVA Industrial Parks SA provided water to 738 businesses in the secondary and tertiary sectors under ETVA VIPE.

The company has carried out work on the maintenance, restoration, supply and upgrading of the water supply systems, in the context of the plan to deal with water losses, which also included an aspect of accelerating intervention in case of leaks. In total, in the period 2016-2017, the company continued water-saving actions, providing a total of 26,983 m<sup>3</sup> less water than 2016.

## Environmental management performance indices

In 2017, ETVA Industrial Parks SA applied for another consecutive year the environmental monitoring program, with indicative volumes for the year:

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| 1. 131 water analyses (100 on average parameters) to ensure the quality of the water network on a regular basis.  | 5. 1,700 regular controls and the respective analyses (15 on average parameters) to verify optimal operation of the Waste Treatment Units of the Industrial Park of Thessaloniki (Waste Treatment Plant of Building Block 52), Patra, Kommotini, Irakleion, Lamia, Larissa and Drama at the ETVA Industrial Parks SA labs. |
| 2. 2,880 regular measurements for determination of chlorine for on-site drinking-water quality control.   | 6. 200 regular controls at the rainwater collection networks at set locations to monitor the quality of the ETVA VIPE waterways that receive it.   |
| 3. 644 analyses (4 on average parameters) of waste samples at installed businesses at Industrial Parks in Thessaloniki (Waste Treatment Plant of Building Block 52), Patra, Kommotini, Irakleion, Lamia, Larissa and Drama to monitor the condition of the network and the waste to be processed. | 7. 80 on-site noise level estimations at 22 ETVA VIPE around Greece for 2016-2017.   |
| 4. 138 regular controls of the final flow of the Waste Treatment Units of the Industrial Park of Thessaloniki (Waste Treatment Plant of Building Block 52), Patra,  |  |

The results of the environmental monitoring program are provided to the Ministry of the Environment and Energy in the period January-March every year.

Substantial results have been achieved in the water balance of the Industrial Park of Larissa and Kommotini in view of the implementation of the Environmental Management System. Natural losses of the network have been reduced by over 10%. In 2017, the positive course of loss reduction has been stabilized.

This has been achieved through systematic recording of leaks in the drinking-water system. Implementation of environmental problems is expected to contribute to the further identification and management of natural losses.

Recognizing the present challenges, ETVA Industrial Parks SA is in the design phase of Smart Business Parks. In this direction, a pilot IT application Internet of Things (IoT) was realized, during which various devices (meters and electromechanical installations) were interconnected with IT systems in an integrated online-monitoring platform. During its pilot implementation, notifications were activated which allowed for better handling and prevention of problems and leaks. Additionally, Key Performance Indicators (KPI's) were developed. At a later level, the IoT will be expanded to include more data and Industrial Parks.

In an industrial "ecosystem" as Industrial Parks is, the development of the Internet of Things systems can enhance synergies between the individual units (businesses) as it promotes their networking, create economies of scale thus making them more competitive and give added value to their product and provide the necessary infrastructure for the units to adopt innovative IoT solutions.

## ENVIRONMENTAL PROTECTION ACTIONS OF THE PIRAEUS BANK GROUP INTERNATIONAL NETWORK

Piraeus Bank Group invests in Corporate Responsibility and abides by the principles of Sustainable Development at its international network as well, with initiatives and actions that protect the natural environment.

### ENVIRONMENTAL ACTIONS

#### Bulgaria

- |  |  |
|--|--|
| 1. Dispatch of e-statements for monthly banking transactions in an effort to reduce paper and energy consumption and consequently protect the environment. | 2. Promotion of e-banking aiming at the conservation of natural resources. |
|--|--|

#### Romania

- |   |  |
|---|--|
| 1. Use of social media to disseminate and encourage environmental actions.                        | 3. Promotion of e-banking aiming at the conservation of natural resources. |
| 2. Programs for paper, plastic and light bulb recycling at the Branches and Management Buildings. |  |

#### Serbia

- |  |  |
|--|--|
| 1. Use of electronic means such as winbank, e-newsletter, e-card, e-learning etc, to save natural resources and reduce operating expenses. | 2. Recycling programs for paper and electrical and electronic equipment. |
|--|--|

#### Frankfurt Branch

- |   |   |
|---|---|
| 1. Program for scanning, destroying and recycling paper which began in 2011 in cooperation with Praunheimer Werkstätten gemeinnützige GmbH that employs people with special needs. The company undertakes recycling processes at the workplace or at home. Six special paper recycling bins have been installed at the Branch and they are regularly replaced. The destruction of a printed archive and the recycling is done based on DIN 66399 of existing legislation. | 3. Program for the recycling of light-bulbs in cooperation with the non-profit organization Lightcycle, which has a constantly growing, Germany-wide network of light-bulb collection with over 9,000 active collection points and which is constantly growing. In 2016, the Frankfurt Branch installed two light-bulb recycling bins for its personnel and its visitors. |
| 2. Program for the recycling of batteries in cooperation with the GRS Batterien <sup>11</sup> Institution. In 2016, the Frankfurt Branch installed two battery recycling bins for its personnel and its visitors.   | 4. The Branch has on display posters with Energy Saving Instructions and special signs to indicate the recycling points in order to encourage the personnel and its customers towards environmentally friendly practices.   |

Material Topic

# *Socially and environmentally responsible banking products and services*

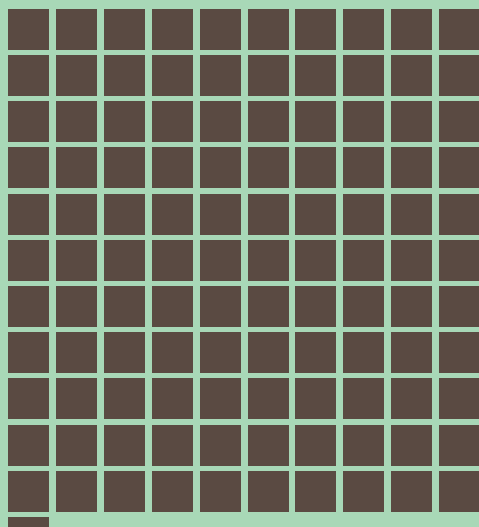
Mapping with United Nations Goals  
Sustainable Development Goals (SDG)



Assurance by independent  
body (GRI FS8)



## Green Financing Data



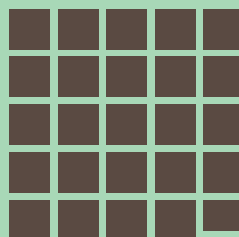
1,134

Total MW power from RESs



2.35

Mn tonnes of CO<sub>2</sub> are not emitted  
annually due to Group loans to RESs



24.8

Thousands green customers  
at year-end 2017

## Goals



Increase in green loans



Development of new products  
oriented towards sustainability



Material Topic

# Risk management – Climate change

Mapping with United Nations Goals  
Sustainable Development Goals (SDG)



Assurance by independent  
body (GRI 201-2)



## 2017 Loan portfolio composition based on climate exposure of lending economic sectors



1.1%

Sectors of Negative  
Climate Exposure CE  
(Benefit)

17.1%

Sectors of Low CE

69.4%

Sectors of Zero CE

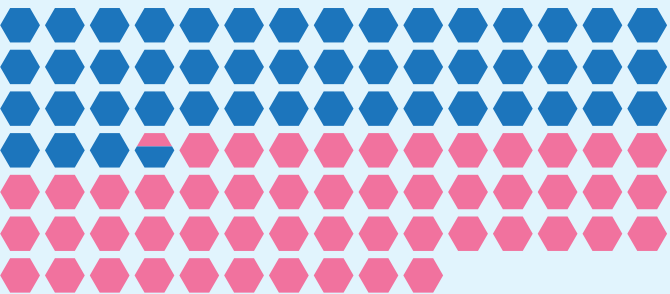
5.7%

Sectors of Medium CE

6.7%

Sectors of High CE

Climate  
Exposure  
Sector  
Category



541 mn

or 1.3%

of their total turnover  
is the total climate  
exposure of the Bank's  
business borrowers

48.7%

Natural persons  
exposure

51.3%

Institutional exposure

## Goals



Incorporation of climate change risks into ESMS



Adoption of European and international  
recommendations for managing climate risk

# Improving environmental performance

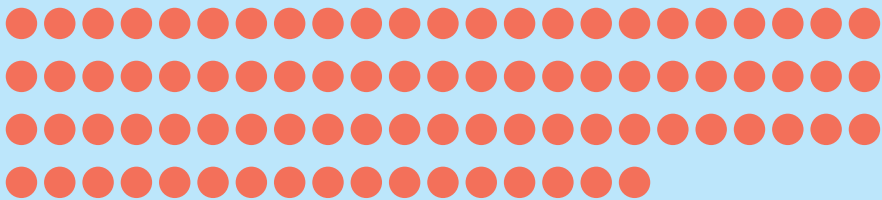
Mapping with United Nations Goals  
Sustainable Development Goals (SDG)



Assurance by independent body  
(GRI 302-1, 302-2, 305-1, 305-2, 305-3)



## Annual Environmental Performance



86%

of electricity from RES's  
(Guarantees of Origin)

## Energy Office

Online monitoring of the energy consumption of 300 branches.

-3%

reduction in paper consumption per employee

-3%

reduction in electricity consumption per m<sup>2</sup>

-1%

reduction in CO<sub>2</sub> emissions per employee

Certified Environmental Management System (EMS):

European Regulation

# EMAS

the International Standard

## ISO 14001:2015

754

buildings included in EMS

900

employees directly involved in EMS

€5 mn

saved annually through implementation of the environmental management programs

## Goals



**Green Energy**  
5% of Piraeus Bank's branches electricity will derive from photovoltaic systems



**Scope 3 Emissions**  
Calculation of greenhouse gas emissions from all Bank's suppliers and customers



**Green platform**  
Fully automated system in order to monitor the Group's environmental performance

# Protection of biodiversity

## Mapping with United Nations Goals

Sustainable Development Goals (SDG)



## Assurance by independent body (GRI 304–3)



## Business and Biodiversity

Know-how and quest for innovative sustainable business schemes

- ◆ LIFE-Stymfalia
- ◆ IUCN's "Incubator for Nature Conservation"

Co-shaping of European strategy for the environment

- ◆ EU Business & Biodiversity platform (B@B)
- ◆ EU Community of Practice Finance and Biodiversity (EU CoP F@B)
- ◆ Antwerp Declaration
- ◆ LIFE-Stymfalia Statement

Interconnection of the natural and cultural capital

- ◆ IUCN's "Incubator for Nature Conservation"
- ◆ Declaration of Stymfalia
- ◆ Stymfalia trail – 2018 Natura 2000 awards nomination

Research cut of **150** acres of reeds for the protection of **122** bird species

Piraeus Bank is one of the **15** financial institutions out of a total of **300** members of the "EU Business @ Biodiversity Platform"

## Goals



Economic valuation of ecosystem services: Lake Stymfalia

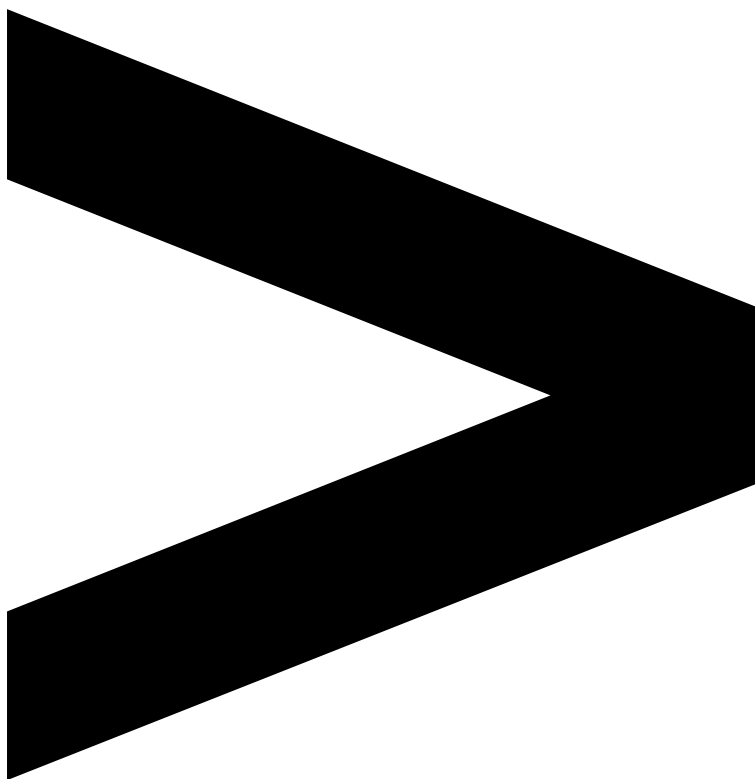


Design of a banking product for biodiversity – Natura 2000 sites



Submission of a new EU LIFE proposal for Business and Biodiversity

In 2017, Piraeus Bank,  
by upgrading all its  
activities, received  
even more international  
certifications and  
distinctions.



# *GRI Content Index and ISO 26000*

GRI Standard	Disclosure	Reference	Omission	EA*
<b>GRI 101: Foundation</b>				
<b>General Disclosures (Core option)</b>				
<b>GRI 102: General Standard Disclosures</b>	102-1 Name of the organization	Piraeus Bank SA	-	✓
	102-2 Activities, brands, products, and services	<i>piraeusbankgroup.com</i>	-	✓
	102-3 Location of headquarters	4 Amerikis street, 105 64, Athens	-	✓
	102-4 Location of operations	<i>piraeusbankgroup.com</i> > Group Profile>Group Presence	-	✓
	102-5 Ownership and legal form	<i>piraeusbankgroup.com</i> >Investor Relations> Corporate Governance>Articles of Association, SDR: Shareholder structure	-	✓
	102-6 Markets served	<i>piraeusbankgroup.com</i> >Investor Relations >Presentations>2018>Corporate Group Presentation	-	✓
	102-7 Scale of the organization	<i>piraeusbankgroup.com</i> >Group Profile>Corporate Profile SDR: Number of People Working at Piraeus Bank Group BR: At a Glance, Group's Financial Data Analysis AFR: Consolidated Income Statement and Consolidated Statement of Financial Position Presentation of 2017 Results: <i>piraeusbankgroup.com/en/investors/financials/presentation-audio-archive</i> >slide: 22>Assets and Liabilities Overview, 69>Loan & Deposit Portfolios	-	✓
	102-8 Information on employees and other workers	<i>piraeusbankgroup.com</i> >Group Profile>At a Glance SDR: Number of People Working at Piraeus Bank Group, Distribution per Employment Type and Contract, Collective Representation, Social Policy	-	✓
	102-9 Supply chain	SDR: Supplier Relationship	-	✓
	102-10 Significant changes to the organization and its supply chain	<i>piraeusbankgroup.com</i> >Group Profile SDR: Supplier Relationship BR: A Note from the CEO AFR: Evolution of Volumes and Results of Piraeus Bank Group	-	✓
	102-11 Precautionary principle or approach	<i>piraeusbankgroup.com</i> >Corporate Responsibility>Environment>Environment Fields of Action >Environmental Management>Piraeus Bank's Environmental Statement SDR: Environmental Database Legislation and Case Law, Targets 2018, SDR: Environmental Statement, SDR: Internal Audit System and External Auditors, SDR: Independent Assurance Statement, SDR: Participation in Global Initiatives and Harmonisation with Global Standards	-	✓





\* External Assurance



GRI Standard	Disclosure	Reference	Omission	EA*
<b>GRI 101: Foundation</b>				
<b>General Disclosures (Core option)</b>				
	102-12 External initiatives	SDR: Participation in Global Initiatives and Harmonisation with Global Standards	-	✓
	102-13 Membership of associations	Hellenic Banking Association ( <i>hba.gr</i> ) UN Global Compact ( <i>unglobalcompact.org</i> ) SDR: Participation in Global Initiatives and Harmonisation with Global Standards SDR: Piraeus Bank Group's Declaration of Volunteerism SDR: Culture and Environmental Corporate Responsibility Principles, Promotion of Intangible Cultural Heritage, Museum Network	-	✓
	102-14 Statement from senior decision-maker	SDR: Chairman's Note BR: A Note from the CEO	-	✓
	102-16 Values, principles, standards, and norms of behavior	SDR: Corporate Responsibility Principles SDR: Corporate Governance Strengthening <i>piraeusbankgroup.com/el/investors/corporate-governance</i> >Corporate Governance Structure & Operating Regulations, Code of Conduct	-	✓
	102-18 Governance structure	AFR: Corporate Governance Statement SDR: Corporate Governance Strengthening	-	✓
	102-22 Composition of the highest governance body and of its committees	AFR: Corporate Governance Statement SDR: Corporate Governance Strengthening	-	✓
	102-40 List of stakeholder groups	SDR: Stakeholders' Dialogue	-	✓
	102-41 Collective bargaining agreements	SDR: Distribution per Employment Type and Contract	-	✓
	102-42 Identifying and selecting stakeholders	SDR: Stakeholders' Dialogue	-	✓
	102-43 Approach to stakeholder engagement	SDR: Stakeholders' Dialogue	-	✓
	102-44 Key topics and concerns raised	SDR: Information Regarding the Content of the 2017 Sustainable Development Report SDR: Stakeholders' Dialogue	-	✓
	102-45 Entities included in the consolidated financial statements	AFR: note 26>Investments in Consolidated Companies, SDR: Information Regarding the Content of the 2017 Sustainable Development Report	-	✓
	102-46 Defining report content and topic Boundaries	SDR: Information Regarding the Content of the 2017 Sustainable Development Report	-	✓
	102-47 List of material topics	SDR: Information Regarding the Content of the 2017 Sustainable Development Report Please refer to "Material Topics"	-	✓

\* External Assurance







GRI Standard	Disclosure	Reference	Omission	EA*
GRI 101: Foundation				
General Disclosures (Core option)				
	102-48 Restatements of information	SDR: Environmental Protection>Reduction of Environmental Footprint of Piraeus Bank	-	✓
	102-49 Changes in reporting	SDR: Information Regarding the Content of the 2017 Sustainable Development Report	-	✓
	102-50 Reporting period	01.01.2017-31.12.2017	-	✓
	102-51 Date of most recent report	28.06.2017	-	✓
	102-52 Reporting cycle	Annual	-	✓
	102-53 Contact point for questions regarding the report	Business Planning & Investor Relations > investor_relations@piraeusbank.gr	-	✓
	102-54 Claims of reporting in accordance with the GRI Standards	SDR: Information Regarding the Content of the 2017 Sustainable Development Report	-	✓
	102-55 GRI content index	SDR: GRI Standards Content Index	-	✓
	102-56 External assurance	SDR: Independent Assurance Statement	-	✓
Material topics				
New technologies (Q2)				
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	SDR: Use new technologies to upgrade customer service	-	✓
	103-2 The management approach and its components	SDR: Use new technologies to upgrade customer service		✓
	103-3 Evaluation of the management approach	SDR: Use new technologies to upgrade customer service		✓
GRI 102: New Technologies-Innovative Services	Piraeus Bank Index: Use of digital service channels Piraeus Bank Index is defined as the percentage of transactions made in digital channels in relation to the total number of transactions.	SDR: Use new technologies to upgrade customer service		✓
Financial performance (Q1)				
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	BR: Selected Figures BR: A Note from the CEO BR: Group's Financial Data Analysis	-	✓
* External Assurance				

GRI Standard	Disclosure	Reference	Omission	EA*
GRI 101: Foundation				
Material topics				
	103-2 The management approach and its components	BR: Selected Figures BR: A Note from the CEO BR: Group's Financial Data Analysis		✓
	103-3 Evaluation of the management approach	BR: Selected Figures BR: A Note from the CEO BR: Group's Financial Data Analysis		✓
	GRI 201: Economic Performance	201-1 Direct economic value generated and distributed		BR: Group's Financial Data Analysis AFR: Consolidated Income Statement and corresponding notes to the financial statements
<div>Promotion of tangible and intangible cultural heritage of the country (Q19)</div> <div><div><div>4</div><div>QUALITY EDUCATION</div><div></div></div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div><div></div></div></div>				
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	SDR: Museum Network	-	✓
	103-2 The management approach and its components	SDR: Museum Network		✓
	103-3 Evaluation of the management approach	SDR: Museum Network		✓
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	piop.gr SDR: Corporate Responsibility Principles, Promotion of Culture SDR: Culture and Environmental Corporate Responsibility Principles, Promotion of Intangible Cultural Heritage SDR: Museum Network SDR: Historical Archive, Library, Education SDR: Contact and Networking with Institutions in Local Societies		✓
	203-2 Significant indirect economic impacts	piop.gr SDR: Promotion of Culture SDR: Museum Network		✓
<div>Employability (Q6)</div> <div><div><div>5</div><div>GENDER EQUALITY</div><div></div></div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div></div>				
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	SDR: Adoption of Best Workplace Practices SDR: Social Policy SDR: Human Resources Reward	-	✓
* External Assurance				





GRI Standard	Disclosure	Reference	Omission	EA*
<b>GRI 101: Foundation</b>				
<b>Material topics</b>				
		SDR: Staff Departures SDR: Selecting the Right People for the Right Roles		
	103-2 The management approach and its components	SDR: Adoption of Best Workplace Practices SDR: Social Policy SDR: Human Resources Reward SDR: Staff Departures SDR: Selecting the Right People for the Right Roles		✓
	103-3 Evaluation of the management approach	SDR: Adoption of Best Workplace Practices SDR: Social Policy SDR: Human Resources Reward SDR: Staff Departures SDR: Selecting the Right People for the Right Roles		✓
<b>GRI 401: Employment</b>	401-1 New employee hires and employee turnover	SDR: Adoption of Best Workplace Practices SDR: Social Policy SDR: Human Resources Reward SDR: Staff Departures SDR: Selecting the Right People for the Right Roles	The number of employee hires, by age group, is only available for Piraeus Bank in Greece.	✓
<b>Supporting local communities through the museum network of the Piraeus Group Cultural Foundation (PIOP) (Q18)</b> <div>   </div>				
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundaries	SDR: Museum Network	-	✓
	103-2 The management approach and its components	SDR: Museum Network		✓
	103-3 Evaluation of the management approach	SDR: Museum Network		✓
<b>GRI 203: Indirect Economic Impacts</b>	203-1 Infrastructure investments and services supported	<a href="http://www.piop.gr">www.piop.gr</a> SDR: Corporate Responsibility Principles, Promotion of Culture, SDR: Culture and Environmental Corporate Responsibility Principles, Promotion of Intangible Cultural Heritage SDR: Museum Network SDR: Historical Archive, Library, Education SDR: Contact and Networking with Institutions in Local Societies		✓


\* External Assurance

GRI Standard	Disclosure	Reference	Omission	EA*
GRI 101: Foundation				
Material topics				
	203-2 Significant indirect economic impacts	piop.gr SDR: Promotion of Culture SDR: Museum Network		✓
Socially and enviromentally responsible banking products and services (Q3)				
<div><div>4 QUALITY EDUCATION</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div>				
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	SDR: Green Banking, Socially and enviromentally responsible banking products and services	-	✓
	103-2 The management approach and its components	SDR: Green Banking, Socially and enviromentally responsible banking products and services		✓
	103-3 Evaluation of the management approach	SDR: Green Banking, Socially and enviromentally responsible banking products and services		✓
FS-Product Portfolio	FS-8 Monetary value of products and services designed to deliver a specific enviromental benefit for each business line broken down by purpose	BR: Green Banking SDR: Green Banking, Socially and enviromentally responsible banking products and services		✓
Risk management (Q13)				
<div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>13 CLIMATE ACTION</div></div>				
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	BR: Risk Management SDR: Climate Risk-Climate Exposition	-	✓
	103-2 The management approach and its components	BR: Risk Management SDR: Climate Risk-Climate Exposition		✓
	103-3 Evaluation of the management approach	BR: Risk Management SDR: Climate Risk-Climate Exposition		✓
GRI 201: Economic Performance	201-2 Financial implications and other risks and opportunities due to climate change	SDR: Climate Risk-Climate Exposition		✓
Corporate governance (Q12)				
<div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div>				
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	SDR: Corporate Governance Strengthening	-	✓
	103-2 The management approach and its components	SDR: Corporate Governance Strengthening		✓
* External Assurance				

GRI Standard	Disclosure	Reference	Omission	EA*
<b>GRI 101: Foundation</b>				
<b>Material topics</b>				
	103-3 Evaluation of the management approach	SDR: Corporate Governance Strengthening		✓
<b>GRI 102: General Disclosures</b>	102-18 Governance structure	SDR: Corporate Governance Strengthening		✓
	102-22 Composition of the highest governance body and its committees	SDR: Corporate Governance Strengthening		✓
<b>Improving environmental performance (Q14)</b> <div>     </div>				
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundaries	<a href="http://www.piraeusbankgroup.com">www.piraeusbankgroup.com</a> >Corporate Responsibility>Environment>Environmental Policy <a href="http://www.piraeusbankgroup.com">www.piraeusbankgroup.com</a> >Corporate Responsibility>Environment>Environmental Management Policy>Piraeus Bank Environmental Statement SDR: Environmental Framework	-	✓
	103-2 The management approach and its components	SDR: Environmental Framework, Environmental Management Policy		✓
	103-3 Evaluation of the management approach	SDR: Environmental Framework, Environmental Management Policy		✓
<b>GRI 301: Materials</b>	301-1 Materials used by weight or volume	SDR: Consumables SDR: Piraeus Bank Environmental Footprint		
	301-2 Recycled input materials used	SDR: Consumables SDR: Piraeus Bank Environmental Footprint		
<b>GRI 302: Energy</b>	302-1 Energy consumption within the organization	SDR: Energy SDR: Piraeus Bank Environmental Footprint		✓
	302-2 Energy consumption outside of the organization	SDR: Energy SDR: Piraeus Bank Environmental Footprint		✓
	302-3 Energy intensity	SDR: Energy SDR: Piraeus Bank Environmental Footprint		
	302-4 Reduction of energy consumption	SDR: Energy SDR: Piraeus Bank Environmental Footprint		
<b>GRI 305: Emissions</b>	305-1 Direct (Scope 1) GHG emissions	SDR: Emissions SDR: Piraeus Bank Environmental Footprint		✓
	305-2 Energy indirect (Scope 2) GHG emissions	SDR: Emissions SDR: Piraeus Bank Environmental Footprint		✓
	305-3 Other indirect (Scope 3) GHG emissions	SDR: Emissions SDR: Piraeus Bank Environmental Footprint		✓

\* External Assurance

GRI Standard	Disclosure	Reference	Omission	EA*
<b>GRI 101: Foundation</b>				
<b>Material topics</b>				
	305-4 GHG emissions intensity	SDR: Emissions SDR: Piraeus Bank Environmental Footprint		
	305-5 Reduction of GHG emissions	SDR: Emissions SDR: Piraeus Bank Environmental Footprint		
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	SDR: Emissions SDR: Piraeus Bank Environmental Footprint		
<b>GRI 306: Effluents and Waste</b>	306-2 Waste by type and disposal method	SDR: Effluents and Waste SDR: Piraeus Bank Environmental Footprint		
<i>Reassurance of human rights with equal opportunities and integration of diversity (Q8)</i> <div>    </div>				
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundaries	SDR: Commitment to Safeguarding Human Rights	-	✓
	103-2 The management approach and its components	SDR: Commitment to Safeguarding Human Rights		✓
	103-3 Evaluation of the management approach	SDR: Commitment to Safeguarding Human Rights		✓
<b>GRI 412: Human Rights Assessment</b>	412-2 Employee training on human rights policies or procedures	SDR: Commitment to Safeguarding Human Rights		✓
<i>Continuous training and development of employees (Q7)</i> <div>  </div>				
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundaries	SDR: Investing in People's Development	-	✓
	103-2 The management approach and its components	SDR: Investing in People's Development		✓
	103-3 Evaluation of the management approach	SDR: Investing in People's Development		✓
<b>GRI 404: Training and Education</b>	404-1 Average hours of training per year per employee	SDR: Investing in People's Development	The average of man-hours of training per hierarchical level is only available for Piraeus Bank in Greece.	✓
* External Assurance				

GRI Standard	Disclosure	Reference	Omission	EA*
<b>GRI 101: Foundation</b>				
<b>Material topics</b>				
<div> <div>Protection of biodiversity (Q15)</div> <div>  </div> </div>				
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundaries	SDR: Environmental Framework, Biodiversity and the Environment, Life-Stymfalia European Project <a href="http://www.lifestymfalia.gr">www.lifestymfalia.gr</a> >Life-Stymfalia Project>Partners	-	✓
	103-2 The management approach and its components	SDR: Environmental Framework, Biodiversity and the Environment		✓
	103-3 Evaluation of the management approach	SDR: Environmental Framework, Biodiversity and the Environment		✓
<b>GRI 304: Biodiversity</b>	304-2 Significant impacts of activities, products, and services on biodiversity	SDR: Biodiversity and the Environment		✓
	304-3 Habitats protected or restored	SDR: Biodiversity and the Environment <a href="http://www.lifestymfalia.gr">www.lifestymfalia.gr</a> >Life-Stymfalia Project>Aim-Objectives <a href="http://www.lifestymfalia.gr">www.lifestymfalia.gr</a> >Life-Stymfalia Project>Partners <a href="http://www.lifestymfalia.gr">www.lifestymfalia.gr</a> >The area of Lake Stymfalia>Species <a href="http://www.lifestymfalia.gr">www.lifestymfalia.gr</a> >Life-Stymfalia Project>Actions>Preparatory Actions		

**Notes:**

BR: Business Report 2017

SDR: Sustainable Development Report 2017

AFR: Annual Financial Report 2017

It is noted that the table contains brief description of GRI indices for reasons of presentation.

For the complete description, please refer to the following link <https://www.globalreporting.org/standards/gri-standards-download-center/>.

ISO 26000			
Sustainable Development Report Table			
2010 Clauses		Reference to GRI Standards	
<b>Principles of Social Responsibility</b>	<b>4</b>		
Responsibility/Accountability	4.2	The application of the GRI Standards provides organizations with a tool for accounting for and being transparent in their impacts on the economy, the environment and society.	
Transparency	4.3		
Ethical behaviour	4.4	GRI 102	General Disclosures: 3. Ethics and Integrity
Respect for stakeholder interests	4.5	GRI 102	General Disclosures: 5. Stakeholder Engagement
Respect for the rule of law	4.6	SDR 2017: Compliance	
Respect for international norms of behaviour	4.7	Sustainability Context Principle	
		GRI 102	General Disclosures: 2. Strategy
Respect for human rights	4.8	SDR 2017	Commitment to Safeguarding Human Rights
<b>Recognizing social responsibility and engaging stakeholders</b>	<b>5</b>		
Recognizing social responsibility	5.2	GRI 102	General Disclosures: 6. Reporting Practice
Stakeholder identification and engagement	5.3	GRI 102	General Disclosures: 5. Stakeholder Engagement
<b>Guidance on social responsibility core subjects</b>	<b>6</b>	GRI 103	Management Approach
Organizational governance	6.2	GRI 102	General Disclosures: 2. Strategy, 4. Governance
Decision-making processes and structures	6.2.3	GRI 102-7	Scale of the Organisation
Human rights	6.3-6.3.1	SDR 2017	Adoption of Best Workplace Practices
	-6.3.2		
Due Diligence	6.3.3	SDR 2017	Participation in Global Initiatives - United Nations Global Compact, Supplier Relations In order to actively contribute to the safeguarding of human rights, special assessment criteria have been established for associates and suppliers
Human rights risk situations	6.3.4	SDR 2017	Commitment to safeguarding human rights. See also 6.3.3
Avoidance of complicity	6.3.5	SDR 2017	Compliance, Investing in people's development
Resolving grievances	6.3.6	SDR 2017	Customer service and Ombudsman for Banking - Investment Services, Commitment to safeguarding human rights
Discrimination and vulnerable groups	6.3.7	SDR 2017	Customer service and Ombudsman for Banking - Investment Services, Commitment to safeguarding human rights
Civil and political rights	6.3.8	GRI 102-41	Collective Bargaining Agreements
Economic, social and cultural rights	6.3.9	GRI 203-1	Infrastructure investments and services supported
Fundamental principles and rights at work	6.3.10	GRI 102	General Disclosures: Organizational Profile



ISO 26000			
Sustainable Development Report Table			
2010 Clauses		Reference to GRI Standards	
<b>Labour practices</b>	<b>6.4</b>		
Labour practices	6.4.1 – 6.4.2	GRI 102	General Disclosures: Organizational Profile
Employment and employment relationships	6.4.3	GRI 102	General Disclosures: Organizational Profile
Conditions of work and social protection	6.4.4	GRI 102	General Disclosures: Organizational Profile
Social dialogue	6.4.5	GRI 102	General Disclosures: Organizational Profile
Health and safety at work	6.4.6	SDR 2017	Providing a modern and safe working environment, Employee Assistance Programmes – EAPs
Human development and training in the workplace	6.4.7	GRI 404-1:	Average hours of training per year per employee
<b>The Environment</b>	<b>6.5</b>		
The Environment	6.5.1 – 6.5.2	Category Environment	
Prevention of pollution	6.5.3	GRI 305-7 GRI 306-2	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions Waste by type and disposal method
Sustainable resource use	6.5.4	GRI 301-1 GRI 301-2 GRI 302-1: GRI 302-3: GRI 302-4:	Materials used by weight or volume Recycled input materials Energy consumption within the organization Energy Intensity Reduction of energy consumption
Climate change mitigation and adaptation	6.5.5	GRI 302-4: GRI 305-1: GRI 305-2: GRI 305-3: GRI 305-4 GRI 305-5	Reduction of energy consumption Direct greenhouse gas (GHG) emissions (Scope 1) Energy indirect greenhouse gas (GHG) emissions (Scope 2) Other indirect greenhouse gas (GHG) emissions (Scope 3) Greenhouse gas (GHG) emissions intensity Reduction of greenhouse gas (GHG) emissions
Protection of the environment, biodiversity and restoration of natural habitats	6.5.6	GRI 304-2: GRI 304-3:	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas Habitats protected or restored
<b>Fair operating practices</b>	<b>6.6</b>		
Fair operating practices	6.6.1 – 6.6.2	GRI 102:	General Disclosures: 2. Strategy, 3. Ethics and Integrity, 4. Governance
Anti-corruption	6.6.3	GRI 102	General Disclosures: 3. Ethics and Integrity
Fair competition	6.6.5	GRI 102:	General Disclosures: 3. Ethics and Integrity
Promoting social responsibility in the value chain	6.6.6	Category:	Economic

ISO 26000		
Sustainable Development Report Table		
2010 Clauses	Reference to GRI Standards	
Respect for property rights	6.6.7	GRI 102: General Disclosures: 3. Ethics and Integrity Specific Standard Disclosures: Economic Performance
<b>Consumer issues</b>	<b>6.7</b>	
Consumer issues	6.7.1 – 6.7.2	GRI 417-1: Requirements for product and service information and labeling GRI 102-43, 44: Results of surveys measuring customer satisfaction
Fair marketing, factual and unbiased information and fair contractual practices	6.7.3	GRI 417-1: Requirements for product and service information and labeling
Protecting consumers' health and safety	6.7.4	GRI 417-1: Requirements for product and service information and labeling
Sustainable consumption	6.7.5	GRI 417-1: Requirements for product and service information and labeling
Consumer service, support, and complaint and dispute resolution	6.7.6	GRI 102-43, 44: Results of surveys measuring customer satisfaction
Consumer data protection and privacy	6.7.7	SDR 2017: Customer service and Ombudsman for Banking – Investment Services, Commitment to safeguarding human rights
Access to essential services	6.7.8	SDR 2017: Extensive branch network and accessibility
Education and awareness	6.7.9	GRI 417-1: Requirements for product and service information and labeling
<b>Community involvement and development</b>	<b>6.8</b>	GRI 203-1: Infrastructure investments and services supported SDR 2017: Museum Network
Community involvement and development	6.8.1 – 6.8.2	GRI 203-1: Infrastructure investments and services supported
Community involvement	6.8.3	GRI 203-1: Infrastructure investments and services supported SDR 2017: Museum Network
Education and culture	6.8.4	SDR 2017: Participation in Global Initiatives – United Nations Global Compact, Commitment to safeguarding human rights
Employment creation and skills development	6.8.5	GRI 102: General Disclosures: Organizational Profile
Wealth and income creation	6.8.7	GRI 203-1: Infrastructure investments and services supported
Health	6.8.8	SDR 2017: Providing a modern and safe working environment, Employee Assistance Programmes – EAPs
Social Investment	6.8.9	GRI 203-1: Infrastructure investments and services supported

ISO 26000			
Sustainable Development Report Table			
2010 Clauses		Reference to GRI Standards	
<b>Guidance on integrating social responsibility throughout an organization</b>	<b>7</b>		
The relationship of an organization's characteristics to social responsibility	7.2	GRI 102:	General Disclosures
Due Diligence	7.3.1	GRI 103:	Management Approach
Determining relevance and significance of core subjects and issues to an organization	7.3.2	GRI 102:	General Disclosures: 6.Reporting Practice
An organization's sphere of influence	7.3.3	GRI 102:	General Disclosures: 6.Reporting Practice
Establishing priorities for addressing issues	7.3.4	GRI 102:	General Disclosures: 6.Reporting Practice
Setting the direction of an organization for social responsibility	7.4.2	GRI 102:	General Disclosures: 2. Strategy
Building social responsibility into an organization's governance, systems and procedures	7.4.3	GRI 102:	General Disclosures: 4. Governance,
Types of communication on social responsibility	7.5.3	GRI 103:	Management Approach
Enhancing the credibility of reports and claims about social responsibility	7.6.2	GRI 102:	General Disclosures: Organizational Profile
Reviewing an organization's progress and performance on social responsibility	7.7.3	GRI 103:	Management Approach
Improving performance	7.7.5	GRI 102:	General Disclosures: 4. Governance
		GRI 103:	Management Approach
Voluntary initiatives for social responsibility	7.8	GRI 102:	General Disclosures: Organizational Profile

