

Non-financial Reporting

The EU has regulated mandatory non-financial reporting for companies within the EU with Directive 2014/95/EU, which was implemented in the Croatian legislation in December 2016. Non-financial reporting leads to greater transparency and responsibility of all companies in the European Union. Erste Bank Croatia (EBC) had a prior tradition of informing the public about its activities in non-financial and corporate social responsibility segments in its Annual Reports.

One of the fundamental guiding principles in the business of both Erste Group and Erste Bank Croatia (EBC) is the Statement of Purpose, which rests on a total of seven pillars. Expanding and ensuring prosperity, accessibility, independence and innovation, profitability, financial literacy, focus on people, and serving civil society are six out of the seven pillars, and mostly cover the aspects of sustainable business that EBC aims to achieve. What makes Erste Group different is the last, seventh pillar of entire Erste Group's business, i.e. the so-called third question. Before every decision, the questions "Is this profitable?" and "Is this legal?" are asked, but the question that makes the difference, both for EBC and for anyone affected by Erste, is "Is this right?" This is the question that drives EBC to develop its services and products to the highest potential and thus make the greatest contribution to the individual and society as a whole.

Non-financial reporting and corporate social responsibility enable the Bank to support and promote the development of different segments in society through a wide range of activities, aimed towards the wellbeing of its own clients but also the wider community in which the Bank operates, through supporting various humanitarian and educational as well as cultural and sports institutions across Croatia. In this process, the Bank takes into account the specific regional characteristics and local needs present in the society.

The vision of Erste Bank Croatia in its operations is to be the best bank in Croatia taking care of the security of its clients and offering the best quality of products and services, taking account of the wellbeing of its employees, shareholders and the community. The aim of non-financial reporting is to better inform all interested parties about this vision and about everything EBC does in order to achieve it. Through the segments of business, social and environmental responsibility EBC aims to fulfil its mission, i.e. encourage and support its clients, employees, shareholders and the community in achieving wellbeing together.

EBC's efforts in this segment are aided by a commitment to transparent and open communication with the media as mediators between us and the general public. At the same time, these efforts were reflected in the advertising campaign "Believe in yourself", through which EBC aims to promote positive social and economic values, integration, inclusion and fellowship of all individuals in the society, regardless of age, gender, ethnicity, religious or political affiliation, sexual orientation or marital status.

Implementation of the obligation of non-financial reporting

As already stated, Directive 2014/95/EU, which entered into the Croatian legislation at the end of 2016, stipulates the obligation of non-financial reporting for all companies with more than 500 employees. In this respect, the non-financial report of Erste Bank Croatia was issued as part of the Annual Report.

EBC's non-financial report has been prepared in accordance with the Global Reporting Initiative (GRI standard: core option) Guidelines. As a minimum, the report covers the business, social and environmental responsibility of EBC.

Sustainable development goals

The Sustainable Development Goals are also known as the Global Goals and were adopted by the United Nations in 2015. There are 17 in total, and by fulfilling these goals, the society will achieve a more sustainable living and a better life for each individual, as well as peace and prosperity for all. Precisely prosperity for the society and each individual is one of the EBC's goals, which it is trying to achieve through its operations.

Erste Bank Croatia, as well as Erste Group, supports all 17 Sustainable Development Goals. Taking into account its business form and its impact on society, EBC can contribute by its operation and by achieving six goals:

1. Good health and well-being (SDG 3)
2. Quality education (SDG 4)
3. Gender equality (SDG 5)
4. Decent work and economic growth (SDG 8)
5. Reducing inequalities (SDG 10)
6. Climate action (SDG 13)

In the future, Erste Bank Croatia, in accordance with the goals of international Erste Group, plans to add to its goals a few more that it believes can contribute to their development and achievement, and relate primarily to business and environmental responsibility of the bank.

Analysis of material topics

The analysis of material topics is the first step to drafting a non-financial report. It provides the organisation with a better insight into the topics that its stakeholders consider relevant and influential. Through talks with some of Erste's stakeholders, the Bank identified several important topics that will be addressed in this non-financial report. In order to make the information as clear as possible, the report is structured in such a way that each of the topics is classified under a specific part of the interested public, i.e. stakeholders. The following groups have been identified as EBC's stakeholders: clients, employees, investors, society, environment, and suppliers.

Some of the topics, such as the topic of Anti-Corruption and Financial Literacy, are relevant to several interested groups of the public, but for better text organisation, they are categorised as one unit.

Through Table 1, Erste Bank Croatia has divided the topics it considers materially relevant to its stakeholders, that is, to the interested public.

Clients

Responsibility in business (SDG 8)

Responsibility in conducting business, especially when it comes to the treatment of clients, represents a fundamental characteristic of EBC's business operations which is reflected in offering special products and services aimed at different groups of clients in response to their current and future needs and living circumstances. Also, EBC has established and implements the fundamental principles of socially responsible business as well as policies and guidelines regulating the prevention of corruption, the management of the conflict of interest and the system for handling reported irregularities and whistleblower protection (whistleblowing program).

Client satisfaction (SDG 8)

In order to ensure the conditions stipulated by this SDG, incentives for small entrepreneurs and incentives for innovations are necessary. In this objective of sustainable growth, EBC has recognised its role as an essential factor in generating economic growth. Through operations, EBC aims to take care of the most vulnerable groups of society through the placement of special products. Also, the aim is to prevent the negative effects in the society through responsible business, anti-corruption policies, and employee education. Furthermore, EBC aims to provide as many people as possible with access to the bank's financial assets and services through our programmes of socially responsible banking.

Right to personal data protection

The protection of personal data is a fundamental right of every citizen, and in the banking sector, it is of extreme importance. Erste Bank Croatia is continuously working to improve its IT systems and educate its employees to ensure the highest standards of personal data protection. In order to protect the IT system from security threats, the Bank continuously works on upholding and improving compliance with the PCI/DSS standard and compliance with the requirements of the international Erste Group as well as guidelines for managing IT systems issued by the national regulatory body.

Employees

Diversity and equality (SDG 5, 10)

Gender equality is a global issue that prevents peaceful and stable development and progress of humanity. EBC has been working systematically and hard on combating any gender or other inequality in the workplace, and for this reason, it adopted the Diversity Charter, in which it undertook to implement the diversity and non-discrimination policy in the workplace and business environment. Apart from that, other regulations have been adopted to combat inequality.

Trainings and development of competences

Continuous employee development is one of EBC's key principles. Upgrading professional knowledge, acquiring new competencies in line with the trends and the market, and constant personal development are the basic assumptions for the career path of all employees.

Employee work-life balance and health (SDG 3, 5)

The health and well-being of all, but primarily its own employees is one of the sustainable development goals identified by EBC as extremely important, especially when considering current circumstances. This sustainable development goal is the cornerstone for meeting all other goals. In this respect, EBC provides numerous benefits for its employees, from free annual physical examinations to organised sports activities. EBC systematically monitors market trends and developments and works to improve its business practices.

Society

Social banking (SDG 8, 10)

Income inequality, geographical inequality, gender inequality, unfair distribution of resources by age – the subject of inequality is reflected in all aspects of life. For EBC, this sustainable development goal can be achieved through social banking, which provides equal opportunities and access to funding for all. Also, increasing financial literacy, which allows everyone to have the same starting point in the knowledge of finance, is one way in which good foundations can be laid for progress towards fulfilling this goal.

Financial literacy (SDG 4, 10)

Acquiring a quality education is one of the fundamental rights of every individual, and precisely knowledge is one of the main drivers that pushes society forward. In 2018, the need for increasing financial literacy in the society was identified, so EBC launched the programme of free workshops and video trainings called the School of Smart Finance. By adapting the format to the new circumstances, by the end of 2021, almost 10,000 participants had passed this workshop.

Social responsibility

Through its sponsorship and donation activities, EBC is involved and actively supports various initiatives and projects that contribute to the development and improvement of the society as a whole, both locally and throughout the Republic of Croatia. Also, Erste Bank Croatia endeavours to nurture a two-way communication with the local community and achieve as much transparency as possible.

Environment

Effective management of environmental impacts (SDG 13)

Climate change is no longer a projection set in the future but has become a reality in which humanity lives and whose consequences it has to deal with. More and more business entities are realizing their capabilities in managing climate change and responding to the climate crisis, so an increasing number of those are turning to the introduction of more sustainable business and care for the environment. In the field of ecology and environment, Erste Bank Croatia strives for the highest quality business processes that reduce environmental impact, and care is taken through strategic planning by establishing policies that prescribe relevant standards, but also through day-to-day operations, such as branch offices.

The bank is also trying to encourage its customers to high environmental standards, and it expects the highest quality business processes that reduce its impact on the environment from its suppliers.

Suppliers

Responsibility in selecting suppliers (SDG 10,13)

Erste Group, including Erste Bank Croatia, sees its suppliers as partners in developing the sustainability of its operations. When selecting suppliers, Erste Group takes into account sustainability and corporate social responsibility, and chooses companies that do business in line with international standards that include social and environmental impacts.

Table 1: Analysis of material topics

STAKEHOLDERS	TOPICS OF MATERIAL ANALYSIS	TOPICS OF MATERIAL ANALYSIS ACCORDING TO GRI STANDARDS	CHAPTER IN NON-FINANCIAL REPORT
Clients	Responsibility in operations		Anti-corruption and tax transparency
	Client satisfaction	Anti-corruption (GRI 205-3)	Products and services
	Right to personal data protection	Client satisfaction (additional material topic)	Client experience and contact centre, Right to personal data protection
Employees		Diversity and equality (401-3, 405-1)	Diversity and equality and prevention of discrimination
	Diversity and equality	Trainings and education (GRI 404-1)	Trainings and education
	Trainings and development of competences	Occupational health and safety (GRI 403-1, 403-3, 403-5), Flexibility in workplace	Safety, Employee work-life balance and health
	Employee work-life balance and health		Dialogue with the local community
Society	Social banking	Anti-corruption (GRI 205-3)	School of Smart Finance
	Financial literacy	Financial literacy programme (additional material topic)	Sponsorships and donations, humanitarian campaigns
Investors	Social responsibility	Economic results	
Environment	Effective management of environmental impacts	Emissions (GRI 305-5)	Emissions Waste management
Suppliers	Responsibility in selecting suppliers	Responsible selection of suppliers (GRI 308-2)	Suppliers' responsibility

Clients

Anti-corruption

In order to achieve its vision and mission as well as business goals, Erste Bank Croatia strives towards a high-quality and continuous implementation of the highest ethical standards in corporate management and individual employee behaviour.

Within this framework, EBC has established and implements the fundamental principles of socially responsible business as well as policies and guidelines regulating the prevention of corruption, the management of the conflict of interest and the system for handling reported irregularities and whistleblower protection (whistleblowing program). The **Code of Conduct** regulates the basic rules of corporate behaviour of the Bank's employees with the aim of preserving and further developing the reputation of the banking business and the Bank in the society, promoting the idea of professionalism, responsibility and transparency of operations.

In line with its **Anti-Corruption Policy**, the Bank enters into business relationships only based on integrity and high ethical standards. Employees of EBC must avoid any activities that might lead to or suggest that the Bank will offer or accept bribes. Under no circumstances can the Bank offer any kind of value to a civil servant (or a member of a civil servant's family or any charity organization that a civil servant suggests) with the aim of influencing the recipient to take or desists from taking a specific official action, or with the purpose of influencing the civil servant to do business with the Bank.

Furthermore, the **Conflict of Interest Policy** defines a general framework for identifying and managing potential conflicts of interest and supports the Bank's employees in establishing standards in their work within identified areas where a potential conflict of interest might occur. The policy includes general principles for organizational conflict, the performance of activities that are not job-related, sponsorships and donations, procurement, general principles on receiving business gifts and principles related to the conflict of interest when providing investment services and activities. The Bank works on raising awareness and educating its employees on recognizing situations in which a conflict of interest might arise, and on the measures, principles and actions that need to be implemented in everyday business with the aim of preventing and managing conflict of interest.

In its operations, the Bank implements the principle of zero tolerance towards fraudulent behaviours harmful to the interests and/or assets of the Bank, towards corruption, violation of existing rules and regulations, the Bank's legal acts and ethical principles. The Whistleblowing Policy establishes the process of reporting inappropriate behaviour regarding financial irregularities, corruption, fraud and money laundering, conflict of interest, actions against the Bank's rules and procedures, violating regulations on banking operations and the process of controlling and resolving these reports as well as the manner of responding to and protecting whistleblowers.

EBC continuously educates its employees with the aim of raising awareness of the importance of managing conflicts of interest and preventing corruption, as well as acting in accordance with ethical standards. Furthermore, through training, the Bank tries to encourage employees to report irregularities such as fraudulent actions, violations of procedures and the Bank's legal acts.

During 2021, the bank's employees were continuously educated on topics related to anti-corruption principles, conflicts of interest and the principles of the Bank's Code of Conduct. A total of 2 659 employees were educated on anti-corruption principles and conflicts of interest, 366 employees were educated on the topic of anti-corruption, while 2 293 employees were educated on the topic of conflict of interest.

Tax transparency

Erste Bank Croatia has always been dedicated to tax compliance as well as the observance and consistent implementation of tax regulations. Since it is dedicated to corporate social responsibility, the Bank takes great care to pay all its dues for the public needs of the country it operates in and to pay a fair tax amount, i.e. the amount the Bank is obligated to pay under tax regulations. The Group Tax Office for Croatia was established in March 2017 in order to ensure this.

Tax transparency (continued)

The activities of the Office include ensuring tax compliance of Erste Bank Croatia and its affiliate companies in Croatia as a whole, coordinating tax policies of affiliate companies and cooperation with tax authorities. The aim of the Office is to provide good and efficient tax risk management for EBC Group, in response to new tax regulations, which include EU directives and local regulations. In the context of regulation, it is worth noting that the Bank and its subsidiaries fully comply with the newly implemented rules on the obligation to report on cross-border tax arrangements (DAC 6), thus demonstrating support in the fight against tax avoidance and tax evasion.

In addition to tax compliance, another important task of the Group Tax Office is to support its colleagues in the Bank and affiliate companies to optimize tax requirements related to their everyday operations. The purpose of the Group Tax Office is to support business lines of the Bank and incorporate existing tax know-how and expertise into every segment of the Bank's operations. The Tax Office closely collaborates with other organizational units in the Bank.

The Tax Code of the Bank was adopted and approved by the management Board in early 2017, regulating the position of the Bank towards tax issues and tax risks. The document is publicly available on the website of the Bank and its purpose is to establish tax principles to be followed by all employees as well as to raise awareness on the importance of taxes in the Bank and the entire EBC Group. The Tax Office continually organizes trainings and workshops for its employees for this purpose.

Products and services

Responsibility in conducting business, especially when it comes to the treatment of clients, represents a fundamental characteristic of EBC's business operations which is reflected in offering special products and services aimed at different groups of clients in response to their current and future needs and living circumstances, while also looking after vulnerable groups of clients, offering products customized to meet their specific needs, such as loans with specific terms and lower banking fees for pensioners. The Bank offers a special savings product for children under the Medo Štedo brand which aims to facilitate the first contact between children and the bank and promote the habit of saving money by offering favourable interest rates and a customized rewards programme. In 2021, EBC continued its activities related to the segment of young clients who have a special current account, Erste Cashtag, introduced for children and young people under the age of 18 which comes with a debit card, which makes it easier for parents to teach children about financial responsibility without charging account maintenance fees.

2020 challenges partly continued in 2021

Since the very beginning of the coronavirus pandemic, EBC has taken preventive measures to ensure uninterrupted continuity of its business activities and availability of services to clients. In this context, particular focus was placed on ensuring the regular functioning of payment operations, the availability of digital banking services, as well as on ensuring a sufficient amount of money across the entire ATM network.

In 2021, as in 2020, clients who had difficulties paying off their loans had at their disposal various methods aimed at helping them pay off a loan, for example, such as grace period or extension of the repayment term. Since 2021, citizens whose properties have been damaged in earthquakes and are located in the City of Zagreb, Krapina-Zagorje County, Zagreb County, Sisak-Moslavina County and Karlovac County have at their disposal a special offer of housing loans for the reconstruction of earthquake-damaged properties. The loan may be used for the construction, upgrade, reconstruction and completion and maintenance of a housing property damaged by earthquakes, interior design and equipping of a housing property, as well as the purchase and installation of equipment in the property, electrical, water supply and gas installations, doors, windows, sanitary facilities, building elements and materials.

Given the significant impact of the current circumstances related to the coronavirus pandemic on the tourism segment, EBC has enabled its clients, who carry out a tourist activity or other tourism-dependent or tourism-related activity, to opt for a credit grace period of up to 12 months. In order to facilitate the submission of client requests, the possibility of submitting the request via the website was introduced as well as the realization of the deferral without clients needing to come to the branch office. Special measures were introduced for private and business clients.

2020 challenges partly continued in 2021 (continued)

In 2021, the Bank continued to actively participate in subsidized residential construction programmes (POS) and subsidized housing loans programmes for the purchase or construction of real estate in cooperation with the Croatian Real Estate Agency (APN) in two waves.

Changes in customer behaviour and habits, technology and regulatory framework continuously require adjustment of the existing business model and the role of individual distribution and communication channels. Branch offices are increasingly becoming centres for consulting and resolving more complex client requests, while clients are increasingly using digital services and self-service devices to perform transactions and resolve simpler requests. During 2021, activities which were part of branch transformation project have continued, which in addition to a new visual identity, is characterized by a new way of working focused on the advisory role of employees and a unique user experience for clients. Through the new process of approving non-purpose consumer loans, the time from approving and disbursing loans has been significantly reduced, as well as the necessary documentation.

In the SME segment, communication activities with clients were carried out in order to educate and present the advantages of using EBC's self-service devices and digital channels in everyday transactions. These products make daily financial management simpler and safer, and optimise the cost aspect of cash operations because they enable clients to achieve additional savings by using them. The advantages were recognized by the client and the trend of further reduction of cash operations and non-cash orders in branch offices has continued, while the use of self-service devices and digital channels has been growing.

As in previous years, the Bank continued implementing existing and securing new financial instruments by signing agreements with domestic and international financial institutions (HAMAG BICRO, HBOR, EIF, EIB, EBRD). Financial instruments come in the form of credit lines, guarantees and guarantee schemes, and are available to micro, small and medium-sized companies with the aim of facilitating access to financing to entrepreneurs.

The Bank cooperated with the Croatian Bank for Reconstruction and Development (HBOR) on regular programmes and guarantee instruments and under the financial instrument "ESIF loans for growth and development" for small and medium-sized enterprises and HBOR Portfolio Insurance of Liquidity Loans for Exporters – Covid-19 Measure.

The European Investment Fund (EIF), as an integral part of the European Investment Bank (EIB) Group, through the EIF EGF guarantee contract signed at the end of March 2021 between Erste Bank Croatia, Erste leasing and EIF, provided guarantees worth EUR 150 million to Erste Bank Croatia, allowing the creation of a EUR 200 million portfolio to finance Croatian small and medium-sized enterprises (SMEs) to mitigate the economic impact of the COVID-19 pandemic. EIF guarantees come from the Pan-European Guarantee Fund (EGF), a EUR 25 billion guarantee facility set up by the EIB Group in 2020 to accelerate the recovery of the European economy from the COVID-19 crisis, preserve jobs and provide much-needed liquidity for European SMEs. Granting the funds secured by EGF guarantees, Erste Bank Croatia offers loans and lease financing to Croatian SMEs on more favourable terms, ensuring that companies have sufficient resources to mitigate the economic impact of the COVID-19 crisis and continue to grow and develop in the medium to long term. In view of the high need to use this guarantee instrument, an Appendix to the Basic Contract was concluded which increased the maximum volume of portfolio to an amount of EUR 350 million. Entrepreneurs showed exceptional interest in this instrument and the entire available allocation was reserved.

In early 2021, a rural development guarantee agreement was signed with the Croatian Agency for SMEs, Innovation and Investments (HAMAG-BICRO) and in June 2021, a commercial cooperation agreement was signed for the implementation of the state aid scheme for the tourism and sports sector in the current COVID-19 pandemic. The objective of the programme is to support the tourism and sport sector during the pandemic circumstances, and is jointly implemented by HAMAG-BICRO and the Ministry of Tourism and Sports. The granting of funds provided by guarantees from HAMAG BICRO enabled EBC to offer liquidity loans to its customers, micro, small and medium-sized enterprises in the tourism and sports sector, on more favourable terms, including at lower interest rates or longer grace periods, i.e. lighter collateral requirements or extended maturities. This has provided businesses with sufficient resources to mitigate the economic impact of the COVID-19 crisis and to continue to grow and develop in the medium to long term.

2020 challenges partly continued in 2021 (continued)

By signing the contracts and using these guarantee instruments, the Bank provided continued support to individual entrepreneurial sectors, in particular those most affected by the pandemic, in line with its strategic guidelines. As a result, in 2021, three times as many loans and twice as many volumes of loans were granted under guarantee instruments than in 2020. This makes the Bank the best on the Croatian market in terms of the use of EIF guarantee instruments.

Cooperation in the use of contracted lines with special financial institutions with the aim of financing SMEs and MidCap clients has continued, especially with HBOR and the European Investment Bank. The Bank continues to systematically finance projects co-financed by EU grants and develop in-house expertise related to state aid.

In line with its strategic guidelines, the Bank responded to a call for consultations on the new guarantee instruments under preparation under the National Recovery and Resilience Programme (NPOO), the Multiannual Financial Framework (MFF) and InvestEU. In this context, the Bank contributed to the HUB's analysis of guarantee instruments and the need for their flexibilisation in the future and participated in HUP working groups, namely Smart Croatia, Green Croatia and Solidarity Croatia for defining the priorities of MFF.

In addition, cooperation activities with institutions in local markets continued and business cooperation with counties, local administration and self-government units was concluded or renewed throughout the year through various SME lending schemes and programmes for subsidising citizens' housing loans

The Bank operates in accordance with Responsible Business Principles which aim to ensure rules relating to funding, i.e. the provision of services in the area of energy, defence, arms industry and other sensitive industries. Although the Bank does not focus on financing such industries, acting in line with principles ensures that business activities in these industries are conducted in a manner that is responsible towards clients and society in general.

Digitalisation

The Bank is continuously working to digitise its operations and provide new and improved opportunities to customers.

The KEKS Pay app, which was offered to users by EBC at the end of 2018, registered more than 230 thousand users at the end of last year. The application is intended for everyone, regardless of which bank they have an open account in; 75% of users are customers of other banks, while the remaining 25% have an open account with Erste Bank Croatia. From initially providing service of sending and receiving money among friends, the KEKS pay application has developed various other opportunities it currently offers, including the purchase of GSM vouchers and payment of tolls, parking, making donations, paying in webshops and stores that support the KEKS payment. One of the functionalities for which great effort was invested last year was the payment of utilities in cities across Croatia. So far, the utility charges of certain companies can be paid in more than 30 cities, simply, quickly and free of charge.

Among other functionalities of KEKS Pay, one of the most important in 2020, but also in 2021, was the opportunity to donate to various humanitarian initiatives and associations. So, during last year, more than HRK 300 000 was collected for various purposes through the "Donate" option within the KEKS Pay app.

After it was first launched in 2020, the pan-European digital platform George was further developed providing new, innovative functionalities to its clients. Besides providing a better user experience within mobile and internet banking, George is a platform for innovation through which new opportunities are continuously introduced, and with each upgrade, it is becoming an even more advanced, smarter and more innovative platform. In January 2021, for the first time on the Croatian market, EBC enabled the withdrawal of cash credits without additional documentation via George platform to all customers, regardless of whether they were Erste's clients or clients of some other bank which, in accordance with PSD2 regulations, has technical prerequisites for third-party access to the accounts of its clients. The loan can be requested and then realised in a fully digital way, using the George digital platform or in a traditional way at the bank's office. The fact that the entire process, from the application to the disbursement of the funds may take less than 20 minutes is a novelty, if all the criteria for the loan application are met, with only an identity document required from the documentation. In addition, in 2021, users were allowed contract supplementary health insurance and to buy and trade investment funds securities. At the end of 2021, George had over 340 000 users.

Digitalisation (continued)

The continuous upgrading of the EBC website should also be noted. So, following the publication of a subpage of the Bank that was in 2020, which for the first time aggregates all necessary information regarding the support of cross-border operations for clients (via International Desk or Transaction Banking Competence Centre), its English version was published in January 2021. This further expanded access to information to all those interested in future business cooperation related to the regional, i.e. CEE market.

Client experience and contact centre

Erste Bank Croatia places great attention on client experience and aims to be a leading bank in terms of consumer protection and excellent customer experience. The Bank's strategic goal is to provide excellent, simple, accurate, transparent and timely service. In order to achieve this, the Bank operates beyond the framework of what is legally prescribed and, for example, EBC enables the transparent and simple submission and resolution of complaints, with almost 80% of complaints solved within three working days.

Therefore, the client experience is managed systematically and continuously, through a process defined in five steps:

- _ By listening to the client's voice
- _ By implementing service quality standard
- _ By educating employees
- _ By measuring client's experience, and
- _ By identifying areas for improvement and defining an action plan of improvement.

The purpose of measuring client experience is to create an overall picture of client satisfaction with the provided service, including the overall treatment of the Bank's employees towards the clients. The measuring investigates the area of satisfaction with the Bank's products and processes, as well as the knowledge, expertise, procedures and conduct of employees towards the clients. The measuring results provide specific feedback and the opportunity to improve a client's experience in all contact points with the Bank.

The sources of clients' opinions come from several sides and from several perspectives. There is: mystery shopping, which determines whether employees behave and act in accordance with the pre-defined standards and procedures; client satisfaction surveys, which examine client's satisfaction with the provided service or contracted product (the sample is more than 40,000 respondents per year), and clients' complaints, which are collected and analysed on a monthly and quarterly basis in various categories.

All these measurements are carried out continuously, the results are regularly analysed and reported to the executives, and action plans for the improvements are made. At the bank level, the Committee on Service Quality and Client Experience also operates and its permanent members are the Management Board and directors of the second line of management from those sectors that directly communicate with clients, as well as other sectors that have a significant indirect impact on clients' experience. The Committee meets four times a year and determines the objectives of client experience, monitors the level of customer experience and decides on the priorities for improvement.

There are several basic goals which relate to the client experience, and which are aimed to be secured in the coming period. Further development of services and the possibility of contracting products on digital channels, improvement of the efficiency in processes in order to provide customers with a service in the shortest possible time, and continued transformation of the network in a way that puts the client in focus are just some of them.

Changes in client expectations, behaviour and habits, the technological revolution and regulatory frameworks inevitably require a redesign of the current business model and the role of branch offices as distribution channels for products and services of the Bank and its partners, which is why the network has gradually transformed. The bank network transformation project has been ongoing since 2018, and according to the service model, 13 branches of the Bank have been refurbished so far, with Buzet branch office in 2021 redesigned for the first time according to the Branch Evolution concept, which is an upgrade of the service model for branch redesign. The plan is to continue the redesign branch offices according to the new concept.

Client experience and contact centre (continued)

EBC is available to clients through multiple channels in order to facilitate access to information and allow clients the right to issue a complaint at any given time. In addition to standard communication channels (phone, e-mail, chat, video call), the EBC Contact Centre can also be contacted via WhatsApp and Viber, and, since the end of 2020, the EBC Digital Customers Contact Centre has also provided video identification services.

EBC's long-term focus on excellent client experience in all contact points with the Bank has also been recognised by clients, as is shown in the CXI (Customer Experience Index) results, according to which EBC has been ranked first in the market for years with a significant advantage over other banks. The result of this is evidence that Erste Bank Croatia has successfully, timely and transparently commuted with its clients in the uncertain situations we have encountered in the last two years.

Right to personal data protection

Personal data protection represents a basic right of every citizen. The principles and rules regulating personal data protection ensure the protection of private lives and other human rights and fundamental freedoms when collecting, processing and using personal information, and are guaranteed to every individual regardless of nationality, residence, race, skin colour, gender, language, religion, political or other affiliation, national or social background, health, income status, birth, education, social position or other characteristics.

a) GDPR (General Data Protection Regulation)

Application of the General Data Protection Regulation has brought new definitions and clearer obligations with regard to data protection and the right of every citizen to security and privacy. The regulation added value to EBC in terms of its ability to get closer to its clients through transparent operations, using the legal framework as an additional opportunity and motive to raise the level of safety of the entire security system. The General Data Protection Regulation introduced new definitions, described existing concepts in more detail, strengthened the rights of natural persons and one of the objectives was to raise information security to the highest level in the area of access and management of personal data. In relation to the processing of individuals' personal data, EBC is continuously working on improving relevant business processes. The Bank achieves a high level of personal data protection as well as the exercise of the rights of clients, employees and associates in accordance with positive legal regulations by monitoring best practices and industry standards of information and communication infrastructure management, transparent communication and other technical and organizational protection measures.

b) PCI/DSS (Payment Card Industry Data Security Standard) certificate

In order to protect the IT system from security threats, the Bank continuously works on upholding and improving compliance with the PCI/DSS standard and compliance with the requirements of the international Erste Group as well as guidelines for managing IT systems issued by the national regulatory body.

EBC continuously renews the PCI/DSS certificate. This standard confirms that the Bank's operations are in compliance with this high-quality international payment system standard, which requires continuous investment in technology and business processes with the aim of ensuring security for the clients and their sensitive card data. Information security policy, the process of handling data and computer network structures are just some of the twelve areas of strict requirements that companies must meet in order to ensure data protection. Consequently, in 2020, the Bank successfully completed the recertification process confirming that its business processes are in compliance with PCI/DSS standards.

Employees

The goal of EBC is to be the best bank in Croatia that cares about the safety of its clients and provides products and services of the highest quality while taking care of the well-being of its employees, shareholders and the community. Employee care is one of the cornerstones of EBC's culture, which includes all employees and represents all the activities EBC undertakes to ensure that all employees are in a comfortable and high-quality working environment pleasant characterised by mutual respect and consideration.

The individuality of each employee is appreciated and respected, as well as the fact that they enrich the organisation with their diversity. Therefore, EBC strives to provide its employees with a motivating working environment via career benefits, with emphasis on creating a meaningful and purposeful job, providing intellectual progress and opportunities to acquire new knowledge and skills, ensuring good and healthy interpersonal relationships, economic security and stability, and ultimately care for one's own health. Also, special attention is given to gender equality and reduction of inequality, ensuring quality working conditions and social dialogue, preventing human rights violations and discrimination, and striving for maximum transparency and dialogue with the local community.

Diversity and gender equality and prevention of discrimination

Erste Bank Croatia has a total of 2467 employees, of whom 1798 are women, while 669 are men. Employees aged 30 to 50 are predominant.

Table 2: Employee structure

TOTAL		< 30 YEARS OF AGE		30-50 YEARS OF AGE		>50 YEARS OF AGE	
women	men	number	%	number	%	number	%
1.798	669	268	11%	1.806	73%	393	16%

Women account for 72.9 % of the employees and the remaining 27.1 % are men. Regarding women in managerial positions, their share in 2021 remained at the same level as in the previous year accounting for 33% in top management positions, a very good percentage of 42% in B-1 positions and 66% in middle management positions. Our aim is to preserve the positive trend recorded in recent years in the future and further promote female leaders, so that their shares are stable and grow over time. The average age of the employees in the company is 40.4, while the average age of employees in management positions is slightly higher and is 46.7.

Table 3: Structure of managing bodies

SUPERVISORY BOARD	women	men			
	33%	71%			
MANAGEMENT BOARD	women	men	<30	30-50	50>
	0%	100%	0%	17%	83%
B-1	women	men			
	42%	58%			
B-2, B-3, B-4	66%	34%			
Total Top mgmt	33%	67%			

Combating discrimination is provided in the Code of Ethics, while the Rules of Procedure and Collective Agreement describe the procedure for reporting and the activities to be undertaken by persons authorised to deal with complaints. A special decision of the Management Board appoints persons from the Legal Affairs and Human Resources Sector to be responsible for resolving complaints related to claims for the protection of dignity and protection against discrimination within EBC.

Diversity and gender equality and prevention of discrimination (continued)

Special attention is paid to preventing discrimination in the recruitment and selection process – EBC's calls are open to applications from all interested candidates who, according to their competencies and experience, meet the conditions of the workplace, regardless of gender, age, nationality, etc. Through individual or group counselling, managers are working on raising awareness of unconscious discrimination in order to make quality and impartial decisions regarding the selection of candidates, and the prohibition of discrimination is integrated as one of the key elements in Employment Policy.

In early May 2017, the Diversity and Inclusion Policy, available in Croatian and English, was adopted. It regulates the principles of diversity and inclusion with which the EBC undertakes to comply. Diversity and Inclusion Policy is a document updated every year, which describes the impact of an inclusive culture on both clients and employees. In 2021, the policy has been substantially revised in cooperation with the Erste Group's diversity management and an Erste Group Diversity Charter has been added, which is valid at the international level of the Group. Erste Group's diversity management is organized as a "Group Function" and is located within Erste Holding, as part of the Sustainability Management Office.

EBC responds to a variety of initiatives, panels and lectures on diversity and actively promotes it at all professional conventions outside the bank.

In 2020, the strategy of goals related to the senior management structure was revised at the level of the Erste Group and long-term goals for the 5-year period were defined, which will be monitored in two steps. The target regarding the share of women in top management positions at EBC was defined as follows: 34 % by 2023 and 41 % by 2025. Data from 2021 show that the target, which has been defined as the first step, has already nearly been achieved seeing that the current share of women in top management positions is 33%. The focus of the strategy for achieving this goal is on developing a corporate culture and career management tools that support all employees regardless of gender.

In addition to supporting female executives, the focus is also on ensuring equal opportunities for the advancement and development of employees of different age groups, especially those under 30 or over 50, and encouraging successful collaboration in multi-generational teams. Thus, special attention is paid to ensuring that lifelong learning is always a part of the development initiatives and that the 50+ employee segment is equally involved in all educational activities.

Following the successful launch of a number of initiatives and activities called #razlicitoplavi in 2019, aimed at supporting diversity in the organisation, they continued to be implemented in 2020 and 2021 despite all challenges. EBC took a step further in raising awareness of stereotypes and prejudices. During May 2021, the European Diversity Month, EBC actively joined the initiative. Moreover, the entire month of May was dedicated to raising employees' awareness of the importance and benefits of appreciating diversity. The first meeting of the Diversity Committee and a panel discussion on diversity, available to all employees, was organised precisely for this purpose. Both events were sponsored by the Chairman of the Management Board of the Bank, Christoph Shoefboeck, who also actively participated in these discussions.

In addition, a series of workshops titled "Embracing diversity for better decision-making" were held throughout the year, encouraging participants to consider how to join the fight against stereotypes and prejudices on a personal level. Part of the workshops was further adapted to managers, with a focus on unconscious bias in the recruitment and team management processes.

The diversity communication activities continued via the intranet, in a manner adjusted to events in 2021 and the needs of EBC employees. Special attention was paid to the inclusion of diversity as an important topic in the process of introducing new employees. In order to raise awareness of the importance of gender equality, all materials, instructions, and guidelines for new employees were written using the feminine gender providing an explanation of why this was done and why diversity in EBC is important. Moreover, the EBC has continuously been working on benefits that support diverse groups of employees and contribute to the work-life balance.

At the end of 2021, an additional gender-neutral designation "d", as in "diverse", was introduced in job openings appended to the job title, in addition to the usual designations "f" for females and "m" for males. In this way, EBC aims to convey a message about the importance of recognising diversity not only internally within the organization, but also for the public, thus contributing to rejecting stereotypes in our social environment.

Diversity and gender equality and prevention of discrimination (continued)

In order to motivate EBC employees to use parental leave, in 2020, a special e-mail to each new father was sent which included a congratulations message for a major life event, listing the benefits of staying on leave with the child and basic information and instructions on exercising the right to use parental leave. This practice continued throughout 2021 with evident positive effects — around 20% of fathers working in EBC choose to use parental leave, while this share at the Croatian level is about 7%.

Additional support was provided in 2021 for employees who are parents and who experienced loss. This refers to the possibility of taking paid leave of up to one month for pregnant women, partners of pregnant women, fathers, mothers, adoptive parents, foster parents and guardians in the event of spontaneous abortion, a stillborn child and the death of a child under the age of 18. In addition to parental leave, in-house psychological support and counselling was offered to employees.

In October 2021, a half-day online event was organised on financial literacy, green investment and personal financial management intended for all employees, in particular women as more a vulnerable group when it comes to such topics. The event was organised as a joint initiative and with the joint engagement of local diversity managers from all international Erste Group member countries. It is the first virtual event organised in such a way, with all countries actively participating. The agenda included a panel of various experts (including psychologists, financial experts and futurists), who conveyed their vision of future of financial investments, and a local workshop with practical advice on financial management tailored to each country.

In November 2021, EBC took part in a social media campaign on the promotion of women's equality at work called 'Nije u redu' ('It's not OK') (<https://nijeuredu.com/>) organised by CESI. The Bank was represented by the director of the IT and Organisation Division who pointed out in a commemorative statement that nearly 40% of the IT sector in EBC is made up of women, compared to just over 50% in management positions within the sector.

At the end of 2021, the Bank participated in the DOP Week event organised by the eSTUDENT student association with a lecture on diversity management in organisations.

In mid-2020, regular management reporting on the basic diversity parameters in EBC was launched. Data on gender and age distribution among different groups of employees are now part of the monthly report on employees intended for directors. In this way, diversity is monitored using numbers and figures and management awareness of the importance of diversity management is strengthened. In 2021, the report was redesigned and is now easily accessible to management via the internal intranet platform.

In 2021, no cases of discrimination were reported.

Diversity Charter

The Diversity Charter is a document drafted individually by each country, and the text of the Charter is signed by business and other organisations, thus undertaking to implement diversity and non-discrimination policies in their workplaces and business environment. The project started in 2018, and EBC is one of the signatories of the Charter, with the aim to emphasise diversity in creating a stimulating work environment.

The Croatian Business Council for Sustainable Development is an organisation promoting the implementation of CSR in Croatia, and the Charter serves as a contribution to social development and the promotion of equal opportunities for all social groups. EBC is an active member of the network of experts in this field at the European Union level.

In early 2020, EBC joined the Alliance for Gender Equality, an initiative that brings together companies that advocate increasing the number of women in management and other positions, equal pay for equal work and equal opportunities for advancement. Through quarterly meetings of the Alliance, there is an opportunity to exchange experiences and good practices in the field of women's empowerment for management functions with other members and support each other in the implementation of such practices. In March 2021, EBC participated in the Forum organised by the Alliance for Gender Equality on the occasion of International Women's Day. The head of Human Resources Division at EBC was a panellist at a round table on challenges in companies' engagement on equal opportunities for women.

Diversity charter (continued)

At the end of 2020, EBC joined the European project Diversity@Work, coordinated in Croatia by the Diversity Charter. The project includes 80 organisations from ten EU countries, and its aim is to test tools for promoting diversity in organisations, adapt them to practice and ultimately enable organisations to apply the tools to their needs. Completion of the project is planned for next year due to the coronavirus pandemic when final materials will be available for use.

Code of Ethics

The EBC Group Code of Conduct is the point of reference for all actions and behaviours and serves as a link in acts regulating employee behaviour during the performance of their activities. It describes all relevant points, clearly defines obligations, and sets the grounds for action for all employees as good corporate citizens. The Code also regulates the need for responsible behaviour, respecting others and sustainability in all aspects of operations, thus protecting the good reputation of the Bank and gaining trust towards the institution.

By adopting the Code of Conduct, the Bank wishes to ensure a certain quality and business sustainability standard through the prism of its employees and corporate culture. The EBC Group Code is also a continuous development process with no expiration date or period of application and is mandatory for all employees. It is available in Croatian and English.

Guidelines from the Code of conduct are provided to new employees through workshops via MS Teams (sales network) and e-learning training course. Since the bank introduced a new LMS system at the end of 2021, the e-learning course was redesigned and is now available to employees via their official mobile devices. By the end of 2021, 92% of new recruits had taken and successfully completed the online training course.

Internal service quality

The process of internal service quality management is one of the ways to establish cooperation between different units of the Bank and EBC Group. Through this process, the employees have an opportunity to provide open and constructive feedback on their cooperation with various organizational units and request feedback on their work, based on which they can improve the ways in which they cooperate with others.

This process also establishes criteria internal services must meet in the form of guidelines and standards, but also in the form of key performance indicators (KPI) for the second management line, which are defined based on results of internal research. The internal quality KPIs extend to lower hierarchy levels, as objectives describing certain activities that need to be taken in order to improve cooperation with others.

The systematic and continuous work on internal quality is important primarily for the Bank to ensure excellent services for external clients, and also to strengthen corporate culture based on community and teamwork.

Vežica

As an additional recruitment channel, the “Vežica” (“Connection”) programme was established in the last few years, which is a programme for attracting new, high-quality IT employees using the network of existing employees. Together with the IT sector and organizations, certain IT positions are singled out, of which the bank is in shortage, and existing employees are rewarded if they proactively recommend a candidate who becomes an employee at the EBC. In this way, it is ensured that existing employees become promoters of Erste Bank Croatia as well as the selection of candidates who might not have applied through a standard job ad.

Spajalica

Spajalica (“Get-Together”) is a programme connecting employees with the Management Board, offering an open communication channel through which employees in cities across Croatia have the opportunity to talk to Members of the Board and share their thoughts, experiences, priorities and plans throughout the year. This form of communication with the Management Board was not continued in the last two years due to the special circumstances, but it is planned to continue as soon as epidemiological circumstances allow it. Nevertheless, the Management Board and employees had the opportunity to communicate via an internal communication platform - intranet, where information is published in form of text news and videos about the Management Board's opinion and answers on various topics.

Continued and quality cooperation with employee representatives (Workers' Council and Trade Unions)

The Bank continually works on improving the cooperation with employee representatives so that this open communication channel can also contribute to the growth and development of corporate culture, the organisation as a whole, and all its employees. This is achieved through regular monthly meetings, an open-door policy, and quarterly meetings with the Management Board and the Workers' Council. In 2021, despite the circumstances, these meetings were organized quarterly in a way that the epidemiological situation permitted, most often online. Collective bargaining agreement was concluded in 2006, and since then, it has been renewed upon each expiry with great success and in the spirit of mutual cooperation and good will.

In addition to this, Erste Bank Croatia actively encourages sharing knowledge among organizational units, sectors and employees. Work-training meetings are regularly organized with all organizational units as an opportunity to share information, attend various workshops etc. Work-training meetings are organized within one organizational unit or several related units and are a part of the Bank corporate culture, with the purpose of advancing the collective knowledge and awareness of employees within different organizational units. Sharing knowledge improves and develops already established processes, but also establishes new ones, with the vision of improving the level of shared direction in operations and corporate culture. Through 2021, sharing knowledge and work-educational meetings were organised via new virtual communication tools. The recommendation to all organizational units was that, regardless of the circumstances, they maintain exchanges of information among teams and adapt them to online collaboration tools, thus maintaining the team spirit and involvement of their employees.

Blue elephant

This corporate culture project was launched with the purpose of actively managing ECB's corporate culture. It is a common denominator for all activities, values, and behaviours through which corporate culture is defined and supported. The name and identity of the Blue Elephant are manifested through a shared and systematic description of all activities of the Bank, the values, behaviours, and characteristics that define and support corporate culture and its development.

The concept, vision and mission of Blue Elephant are defined through the following segments of corporate business and employee involvement:

Employing a particular ("right") profile of people

- *Super profile* – defining a universal and optimal profile of candidates for specific jobs (e.g. cashier); Cooperation
- Developing the culture of open, honest and constructive feedback with mutual respect; Impact and development management
- Lowering responsibility, delegating tasks, promoting and celebrating success, having credibility; Consequence management
- Communicating good and bad things/segments in a timely manner and assuming responsibility; Innovativeness
- Dedicating time and resources to the development of new ideas and innovativeness in employees

Blue Elephant activities and all related communication are based on the principles established by the Statement of Purpose, a strategic document by the international Erste Group, which gives priority to promoting and ensuring prosperity, serving civil society and the people, as well as setting the validity of procedures above the category of profitability.

#radimpametno

In mid-2020, prompted by the changes in the way of working, communication and cooperation caused by the pandemic, the initiative #radimpametno (#worksmart) was launched – a platform whose aim is to enable smarter and better work and focus on the real values that are important for both employees and EBC clients. The idea behind the name of the initiative was to encourage review, adaptation and change of everything that is not in accordance with common sense, that relates to the future of work.

#radimpametno (nastavak)

The initiative is conceived as a platform through which a future organisation of work is created, with a focus on the adaptation of culture, processes and infrastructure used in the EBC operations and work. A wide range of activities focused on the abovementioned aspects were carried out throughout 2021, and the first phase of the project was completed at the end of 2021.

#radimpametno activities are divided into three areas and significant achievements have been achieved in each area:

▪ Infrastructure

- _ complete technical requirements for #radimpametno mode ensured for all bank employees – 1,200 mobile devices and 700 laptops allocated, improved mobile tariffs, distributed headphones for everyone, improved network and WiFi infrastructure
- _ tools created for employees to facilitate successful use of technical equipment
- _ MS Teams implemented as a collaborative tool with instructions and training provided to all employees
- _ adaptation and renovation of business premises completed in Bjelovar and initiated in Zagreb
- _ rental of additional business premises abolished and significant savings achieved

▪ Culture

- _ flexible work models introduced where possible, primarily the remote work model according to the “3:2 or 2:3” system
- _ defined and implemented guidelines for “smart” meetings and communication via e-mail
- _ “Development Friday” promoted – Friday as a day without meetings dedicated to personal and team development
- _ Erste Flexi leader and Flexi employee model defined and promoted and development activities organised in support of these models
- _ A new LMS system has been implemented that supports #radimpametno values – modern, easy to navigate, accessible via mobile devices

▪ Processes

- _ key company processes, employment and onboarding of new employees, redesigned by #radimpametno principles
- _ #radimpametno principles defined as development goal for all employees in 2021
- _ entire organisation encouraged to reflect and redefine critical processes in line with the #radimpametno principles

The project will continue to be implemented in 2022 with a focus on the further adjustment of key processes, elimination of fixed telephone lines, the introduction of Erste PUNKT central office for internal services related to office operations, and gradual introduction of desk-sharing work models by redesigning business premises and preparing employees for such work model.

Trainings and education

Continuous employee development is one of EBC’s key principles. Upgrading professional knowledge, acquiring new competencies in line with the trends and the market, and constant personal development are the basic assumptions for the career path of all employees.

As in the previous year, most of the education activities in 2021 were provided to employees in the form of webinars, online training and workshops, e-learning and educational video materials. Nevertheless, the number of hours of education has increased, even compared to pre-pandemic 2019.

Table 4: Number of hours and average number of hours of training at EBC

	WOMEN	MEN	MANAGERS	EMPLOYEES
Number of hours	77.731	24.851	13.447	87.293
Average number of hours	43	37	47	41

Trainings and education (continued)

Development needs are determined using the Training Needs Analysis (TNA) which analyses strategic competence needs, the existing level of knowledge in the organisation, as well as competence trends for a particular business area in the coming period.

According to the TNA results, educational activities are created and organised and the optimal form of training is defined — webinar, online workshops, e-learning, coaching, mentorship, internal knowledge transfer, in-house rotations, project work, etc.

The main focus of development activities is divided into:

- a) Expertise — functional-specific training — professional seminars and workshops, certifications, conferences, etc.
- b) Personal development — training organised to develop personal competences such as presentation and communication skills, negotiation, conflict management and others.

An important part of development activities relates to leadership skills for managers — from motivation and team management, situational leadership, empathetic leadership, the use of leadership models and tools, to instructions for managing virtual and remote teams that have gained great importance over the past two years.

Another category of personal development that culminated during the pandemic period is the preservation of employees' mental health and coping with uncertainty. Employees were offered content related to the challenges of working from home, balancing private and business life during lockdown situations imposed due to the pandemic, coping with stressful events and psychological empowerment. Such content was available to employees via video materials and written content on the intranet, webinars and online workshops and e-learning.

Employees were also offered a range of open educational content via shorter webinars or online workshops that they apply for according to their individual needs and interests.

An important education channel is Erste Guru, a local online learning system that provides access to various educational topics via videos, presentations, etc. Erste Guru is also a place where employees receive all mandatory, regulatory education — from current product offers, sales skills, GDPR education, competition rules, cyber security topics, etc. In 2021, All employees underwent several educational courses via Erste Guru, which greatly accelerates and expands the scope of development activities in the organisation.

All employees have the opportunity to apply for some of the training at their own initiative, regardless of their job type or role. Last year, every EBC's employee underwent some form of training. Out of the total number of days invested in training, 77% were internal training organised and facilitated by internal trainers from the Bank, employees of organizational units or Human Resources Division, which shows that EBC is still making very intensive use of the internal knowledge database and internal trainers.

Compared to the previous year, the average number of days of education per active employee has reached its pre-pandemic level and now stands at 5.2 days.

Table 5: Average number of training days per active employee

2018	2019	2020	2021
4.17	5.08	4.25	5.20

Employee programmes

In 2021, due to business line needs, development of various tailor-made programmes for specific groups of employees continued:

- _ *Erste Start* – a modular programme for the development of leadership skills and soft skills for newly appointed managers,
- _ *Erste Forward* – a modular programme for upgrading leadership and soft skills for managers
- _ *UP* – programme for the development of managerial and sales skills for sectors in business operations with corporates,
- _ *HR refresh* – a programme for line managers related to current issues and practices managers encounter in their everyday operational staff management,
- _ *E-Leadership Academy* – programme for top manager, for the development of modern leadership skills and adoption of new trends and strategic competences
- _ *Tips & tricks* – online programme for managers with tips pertaining to the most important leadership areas (feedback, stress management, assuming responsibility, etc.) tailored to the needs of the particular organisational unit
- _ Specific targeted programmes for individual organisational parts, depending on established development needs

Erste Bank Croatia employees also have the possibility of attending various specialized training sessions organized by the owner, Erste Holding. These training sessions cover the needs for specialized training which is not available on the market or the number of experts at disposal is too low to organize an in-house program. The following was successfully realised in 2021:

1. Group Graduate Programme (GGP)
2. Project Financials
3. Certified Scrum Master (CSM)
4. Certified Scrum Product Owner (CSPO)
5. License-to-lend
6. Strategic Risk Management Programme
7. Webinar Series for Corporate Workout and Restructuring
8. EA Programme
9. Group Data Governance
10. Group Data and Reporting Governance Advanced Training
11. BA Qualification Programme
12. Tableau Workshop

A special emphasis is also placed on identifying and developing talents, i.e. employees who show high potential. International programmes are organised for them at Erste Holding level, as well as at the local level.

Development programmes are organised in cooperation with local and international educational institutions and experts, but largely also via internal transfer of knowledge, by internal coaches and educators.

Due to specific circumstances during 2021, most of these programmes were shortened, and wherever resources and contents of the programme permitted, programmes were held online.

Employee work-life balance and health

In the last two years, EBC has a new position – Employee Benefit and Satisfaction Coordinator. Their task is to integrate, structure and improve the pre-existing activities and initiatives that fall into the area of employee health care, occasional sports, and training of physical and mental health and introduce new ones in accordance with the employees' interests.

The common denominator of all activities and initiatives is Well.being, developing a culture in which employees take care of themselves and of each other. It is in line with the purpose and priorities of the international Erste Group and forms the basis of common value – for the employer, for the employee and for the wider society.

The wellbeing elements representing the Erste Standard, a document adopted in 2019, cover five interrelated areas that affect one another: career, social aspect, finance, intellectual advancement and health.

Employee work-life balance and health (continued)

In different life situations, the importance of certain elements changes, and it is necessary that all elements are represented and there is a balance between them. EBC pays special attention to the needs of different groups of employees and creates occasional initiatives precisely for them, thus integrating the care of ones for the other into our daily operations, collaborations, processes and development.

For EBC employees, this means being in good health, having security for themselves and their family, having a sense of fulfilment and satisfaction, a sense of growth and development through work and fun.

The last two years were very challenging in terms of well-being and physical and mental health for all employees. To make it easier for them to adjust to working from home and cope with a long-lasting pandemic, in 2020, internal resources launched a 'mental health corner' on the intranet aimed at maintaining mental health and balance, and an Erste hotline for mental health support has been launched. These programmes continued to be implemented in 2021. The idea behind this platform for mental health is to help employees overcome fears and concerns and encourage them to take care of their mental health through conversation with the expert team and regularly published content on current topics. This practice has proven extremely useful as psychological support following the earthquakes that hit the Zagreb area and its surroundings and Sisak-Moslavina County. Moreover, employees were proactively contacted and offered support and advice to help them cope with the consequences of the earthquake.

In order to meet all the set goals, Erste employees have the following benefits at their disposal:

- _ Trainings and development programmes focused on professional growth and development, and additional lectures and workshops that are not closely related to business topics;
- _ Internal job openings available to all;
- _ Annual awards depending on the results achieved, appropriate payments (Easter, Christmas bonus, recourse, gift for Christmas child, jubilee awards in accordance with years of work spent in the Erste Group, solidarity allowance for e.g. birth or adoption of a child, death in the family...), reimbursement for meal expenses, reimbursement for travel expenses, payments to a closed voluntary pension fund;
- _ Flexible working hours where the work process allows such organisation of working hours (flexible working hours, shorter Friday, different work start and end schedules, possibility of part-time work);
- _ Private health insurance policy at a polyclinic with free annual physical examination, with a cheaper price for indicated examinations, voluntary health insurance policy at the employer's expense, 24-hour accident insurance, preventive flu vaccination at the employer's expense; Covid-19 vaccinations organised in the largest cities and Bank locations
- _ Multisport – a co-financed membership fee for using various activities in sports facilities throughout Croatia, participation in sporting events (banking games, humanitarian races, football league, etc.);
- _ Paid leaves to perform a physical examination, blood donation, relocation, birth of a child, the first day of school and kindergarten, wedding, for educational purposes, corporate volunteering, participation in cultural, sports and other activities organised by the employer, etc.;
- _ Unpaid leave in other life situations which requires more time devoted to private obligations and solidarity;
- _ More favourable products of the Bank and associated companies and additional benefits in terms of cheaper prices of services and products made possible through a wide and stable network of external partners in several categories (e.g. culture, sport, health, beauty, entertainment, travel, knowledge...);
- _ various initiatives that provide entertainment for employees and their children during their workday (marking Ugly Christmas Sweater Day by wearing Christmas sweaters on a given day in December, organising appropriate activities for children (art competitions, collecting Christmas gifts for children living in homes without parental care).

All health benefits are available equally to all employees.

Table 6: Total number and rate of new employees during the reporting period

WOMEN		MEN		< 30 YEARS OF AGE		30-50 YEARS OF AGE		>50 YEARS OF AGE	
number	%	number	%	number	%	number	%	number	%
100	66%	52	34%	69	45%	75	49%	8	5%

Table 7: Total number and rate of employee fluctuation during the reporting period

WOMEN		MEN		< 30 YEARS OF AGE		30-50 YEARS OF AGE		>50 YEARS OF AGE	
number	%	number	%	number	%	number	%	number	%
167	9%	66	9%	60	16%	132	7%	39	11%

Table 8: Rates of return to work and retention for employees who have used the right to maternity leave

2020				2021			
WOMEN		MEN		WOMEN		MEN	
number	%	number	%	number	%	number	%
108	81%	9	100%	115	88%	9	100%

Safety

In order to ensure the integrity of its business processes and thus to protect the personal data of its employees, clients and associates, EBC is making continuous efforts to raise the level of security - a key area for the regular operation of the Bank. Raising awareness and educating EBC employees is one of the key foundations for successful and continuous operations. All employees are required to attend safety training on an annual basis, and special attention is also visible to new employees who are necessarily undergoing a set of initial trainings in which the role of security also plays a role.

Occupational safety represents an important segment in everyday operations of the Bank. Last two years, this segment took on an extremely important function of prescribing and implementing measures to protect against the coronavirus according to the recommendations of the National Civil Protection Headquarters of the Republic of Croatia. In order to protect and prevent EBC employees, as well as employees in related companies of the Bank, the epidemiological situation was regularly monitored, and based on that, new working methods were organized and recommendations related to the work of employees were created.

Occupational safety as a system prescribes a range of organization measures in work processes with the aim of protecting employees from injuries, work-related illnesses as well as securing their ability to work throughout their careers. In implementing occupational safety, EBC uses basic, special and approved rules, and the primary legal framework is set through the Occupational Health and Safety Act. Employees within the Bank are trained in different segments. They receive theoretical and practical training, depending on the type of training required. Since the employer is responsible for all persons employed, each newly employed person will be assigned a mentor before safe working practice training. The purpose of the training itself is to inform workers of all facts and circumstances which affect or are likely to affect their safety and health (relating to the organisation of work, risks, methods of performance of work procedures, etc.), to clarify and train the worker for the practical application of the occupational safety measures he or she is required to apply during work, in accordance with the Risk Assessment. Safe working practice training shall be conducted in accordance with all applicable regulations of the Republic of Croatia. Upon completion of the training process, a document is issued as evidence of qualification, a uniform "ZOS form" — Record of evaluation of a workers' ability to apply safe working practice.

Safety (continued)

The occupational safety system includes the development of a Risk Assessment, which includes all risks related to tasks in all job positions at the Bank. After analysing the type and level of risk intensity, the plan of measures provides proposals for the application of basic and specific occupational safety rules, i.e. the application of the principles of occupational safety (elimination or risk mitigation, de-risking of workforce, ring-fencing employees from risk and vice versa, use of personal protective equipment) and implementation deadlines, responsible persons and control methods in the implementation of established occupational safety measures.

Occupational safety also covers fire protection training and insistence on evacuation in case of emergency. In addition, by maintaining facilities based on SLA (Service Level Agreement within the maintenance agreement) and the legal obligations, direct attention is paid to employees' health through regular cleaning of ventilation ducts, air conditioners, office cleaning and disinfection, DDD measures (disinfection, disinsectisation, deratisation) and other preventative space maintenance. The field of occupational safety also includes occupational medicine, which provides employees with pre-employment medical examinations and pre-employment, periodic and extraordinary medical examinations and control check-ups for jobs with special working conditions, in accordance with the applicable occupational safety regulations, at the employer's expense.

EBC has delegated three occupational safety experts whose task is to provide professional assistance to the employer and his representatives, employees and workers' representatives in charge of occupational safety for the implementation and improvement of occupational safety. In addition, the occupational safety expert participates in the risk assessment process, performs internal supervision over the application of occupational safety rules, encourages and advises the employer and his representatives to remedy occupational safety deficiencies identified by supervision, and also performs a number of other tasks related to the coordination and management of training of workers related to safe working practices.

Salaries

EBC's salaries and benefits policy is guided by the principle of transparency (all pay grades are publicly available to all employees), the market principle and the principle of safety and stability for employees and their families. Compliance with these principles is one of the cornerstones of decision making in the area of salaries and benefits. The fact that more information has been available on EBC's website since last year greatly contributes to the transparency of salaries and benefit policies. Also, as noted above, during 2019, the Erste standard of benefits was defined, which EBC undertook to follow in both good and difficult times.

Society

Social banking

EBC sees entrepreneurship as a positive model for addressing social issues or situations. From the Bank's perspective, supporting a sustainable entrepreneurial project instead of a one-off sponsorship and donation can be a long-term solution. Erste's social banking initiative encourages the financial inclusion of start-up entrepreneurs, non-profit organisations and social entrepreneurs, offering them access to financial products, financial consulting and ongoing mentorship tailored to their needs. So far, more than HRK 60 million have been allocated for this purpose with more than 330 clients have been supported and more than 420 jobs created.

In 2021, EBC provided HRK 10 million to support start-up entrepreneurs, a special group of clients, persons who are self-employed, i.e. start-up entrepreneurs who have started their own business, craft or family farm in the last two years. This programme encourages self-employment and the development of entrepreneurship, and, in addition to funding, supports the design and realisation of a business idea by implementing free online education on relevant entrepreneurial topics and providing consultation services. In 2021, 173 business plans were drawn up, 522 users participated in the e-learning programme and a total of 570 hours of consultations took place.

In addition to supporting start-ups, EBC is also implementing a programme to support and finance non-profit organisations and social entrepreneurs that were supported with HRK 10 million in 2021. In addition, 486 participants participated in various programmes and 806 hours of consultations were provided.

Non-financial support was also provided by Erste Foundation through the implementation of "0% interest loans" programme — loans with an interest rate of 0% to 6 months. For the purpose of ensuring better availability of all programmes, several partnership programmes such as the Social Impact Award were realized, where support was provided to social entrepreneurs in the form of programme funding, mentorship and jurying "Zalet", where mentorship support was provided to 7 start-up entrepreneurs and cooperation with Business Skills Academy.

According to a survey conducted by the Bank at the end of 2021, 40% of start-up entrepreneurs said that without the support and programme of EBC, they wouldn't have been able to set up their business, while 45% of respondents would have set up the business later or to a lesser extent. 77% of respondents maintained employment, with just under 50% saying they managed to create new jobs, while 78% of respondents said they had achieved more or at least retained the same level of income. The individual consultation was extremely useful to more than 91% of start-up entrepreneurs.

Through the support and funding programme for non-profit organisations, 60% of respondents stated that they had increased the number of activities, while more than 80% maintained the continuity of existing activities. Nearly 55% of respondents managed to maintain the number of jobs and nearly 25% managed to create new ones, while 81% generated higher or at least the same level of income. More than 50% of respondents from the non-profit organisation segment believe that individual consultation was extremely and very useful, while networking was considered useful by nearly 70% of respondents.

Financial literacy

School of Smart Finance

For more than 20 years, EBC has been working in Croatia to improve processes, products and services, all in order to respond to the clients' wishes and needs in the best possible way. Also, due to the fact that knowledge is a driver of the society and social changes, Erste Bank Croatia as a financial institution has a responsibility in the field of financial literacy development at every age.

Therefore, in 2018, based on a survey showing that 87% of citizens recognise the importance of financial literacy, the Bank launched a pilot project entitled Smart Finance School, which includes free educational workshops on personal finance management and interactive video training.

School of Smart Finance (continued)

In view of the epidemiological situation in 2021, the Bank conducted workshops to all interested citizens, businesses and educational institutions via MS Teams application, i.e. where possible, it conducted in-person workshops in line with strict epidemiological measures. A total of 97 workshops (49 MS Teams workshops) were held during the year, with over 1,700 participants. The importance of the workshop was recognized by numerous educational institutions (elementary and high schools, faculties and student associations) to which nearly 70 workshops were held, with more than 1,500 participants.

In total, around 9800 participants participated in the financial literacy programme from 2019 to the end of 2021 and over 550 workshops were held. As much as 85% of participants said that the workshop has encouraged them to adopt good financial habits.

Other

In addition to the comprehensive project of the School of Smart Finance, it is worth mentioning some of the other initiatives of EBC and its employees in the field of increasing financial literacy.

This is especially emphasised on Savings Day, which is marked in the Bank by the arrival of kindergarten and elementary school children to the branch offices, where they have the opportunity to talk with cashiers, advisers and personal bankers and ask anything they want to know. EBC's savings mascot Medo Štedo is especially interesting to children and also plays a large role in promoting financial literacy.

Also, EBC has supported and participated in the traditional celebration of World and European Money Week for many years.

Employees of EBC are happy to respond to the invitations to participate in other workshops, lectures and events organised to increase financial literacy.

Due to the specific circumstances, and depending on the epidemiological situation and recommendations, some of these activities took place in-person, while some were held online.

Social responsibility

Dialogue with the local community

EBC endeavours to nurture a two-way communication with the local community and achieve as much transparency as possible. This is also fostered via partnerships with numerous associations, faculties, exhibitions and presentations at fairs, conferences and conventions throughout Croatia. In 2021, the following was successfully realised:

- Participation at the 2021 Career Week organised by the Faculty of Organisation and Informatics in Varaždin (a stand at the 'Career špancir', participation in a panel discussion on business analysis, organizing workshop for students)
- Participation in the Open Day and Career Day at the Faculty of Electrical Engineering, Computer Science and Information Technology Osijek (online stall, presentation to students)
- Participation in the Career Day at the Faculty of Science in Zagreb (stand, presentation to students, informing about opportunities for student practice)
- Several guest lectures for students by our IT experts at Bjelovar University of Applied Sciences and the Varaždin Faculty of Organization and Informatics.

The pandemic also impacted the ability to hold professional practical training for students. In 2021, at EBC, only 5 students performed their professional unpaid practical training, which is a requirement for fulfilling their obligations at the university or provides a basic insight into a real business environment in which the student is interested.

In 2021, as in the previous year, it was not possible to hold EBC's summer student programmes – BizLab (previously General Rehearsal), and ITLab and MathLab.

Dialogue with the local community (continued)

With its student programmes, EBC joined the Youth Initiative as early as 2018, which was launched with the aim of facilitating the inclusion of young people in the labour market. The Youth Initiative was launched by the Croatian Employers' Association and the European Bank for Reconstruction and Development, while EBC wants to bring the possibility of acquiring quality first work experiences and potential further employment even closer to young people.

It is also necessary to mention the segment of non-profit organisations which participated or continue to participate in programmes for novice entrepreneurs which the EBC facilitates, and the work of which it also supports, not only financially, but in various other ways as well, such as by taking part in marketing, promoting their activities on the bank's communication channels etc.

Scholarships

During previous years, students could apply for the "Best of South East" scholarship programme, initiated by Steiermärkische Bank und Sparkassen AG (Sparkasse Bank) in cooperation with the University of Graz. It is intended for graduates and students with very good grades and expressed characteristics such as dedication, developed communication skills as well as analytical and practical economic thinking. The programme comprises a one-year traineeship programme at the Sparkasse Bank or another Styria-based company for graduates and one year of studying at the University of Graz for students. Due to the epidemiological situation, the programme was not implemented in 2021, but preparations were launched towards the end of the year to continue with the programme as soon as the conditions allow it.

In 2021, the Bank once again participated in the "Step into Life" campaign by granting scholarships to children without adequate parental care to enable them to attend university. Along with the Rotary Club Zagreb Kaptol, EBC is the largest individual sponsor.

In the fall of 2019, the ECB introduced the practice of providing scholarships for secondary school and university students with disabilities within the framework of hiring persons with disabilities within the quota. This practice was continued in the last school year (2020/2021) and currently, 23 secondary school and university students receive a regular monthly scholarship. In addition to this, cooperation agreements have been concluded with two protective workshops which mostly hire persons with disabilities on the purchase of marketing materials. In autumn 2021, contracts on scholarships for pupils and students with disabilities were signed with a total of 20 students for the school year 2021/2022.

Sponsorships and donations

Through its sponsorship and donation activities, EBC is involved and actively supports various initiatives and projects that contribute to the development and improvement of the society as a whole, both locally and throughout the Republic of Croatia. Aware of the needs of the community, as a socially responsible enterprise, EBC continued to support numerous cultural, scientific, health, educational, sports and humanitarian projects during 2021.

A total of HRK 14.82 million were allocated through the sponsorship and donation programme in 2021. Of the regular sponsorships projects which the ECB has been supporting for many years, most of them were held with adjustments to epidemiological conditions, while a smaller number of events did end up being cancelled due to epidemiological reasons.

Summary of most important initiatives which the bank supported through sponsorships and donations:

- _ around 170 projects and institutions of humanitarian character
- _ around 100 projects of educational character
- _ around 200 sporting clubs, associations and projects
- _ around 80 projects and institutions of cultural-artistic character

Through its sponsorships in 2021, EBC supported the Device Art Festival in MSU — an international festival dealing with technological devices, machines and robotics in contemporary art, the Ulysses Theatre, the Austrian Cultural Forum — the Erwin Wurm exhibition in Lauba, Exhibition 'Picasso and Miro: Friendship of Freedoms' at Juraj Šporer Art Pavilion in Opatija, BOK fest Bjelovar, Samobor Music Autumn, Samobor Carnival, DOKUart documentary festival which encourages children and young people from all over Croatia to make their own documentaries, Christmas Gala Concert in Bjelovar and many other projects.

Sponsorships and donations (continued)

EBC has also supported a series of other cultural events, which contribute to the promotion of local customs, culture and tourism such as the traditional Alka Tournament in Sinj, International Lace Festival in Pag and other traditional manifestations specific to a certain region or city in Croatia.

Through the creative platform Urbanka powered by Erste, various international exhibitions were supported, projects such as the Grafiti na gradele, an international festival bringing together world-known graffiti artists, Crtani romani šou, a comic book festival, DA2 film festival dedicated to design, art and architecture, Gallery Rally as an interactive cultural event that connects ten galleries in Zagreb and actively includes visitors in their tour.

A competition for young artists, Erste fragmenti, was held last year for the 17th time. More than 150 applications from young artists were received, works of art were purchased and exhibited in Erste business premises and branch offices across Croatia. In addition, scholarships were awarded to the best young artists. Erste fragmenti exhibition was held in September 2021 at the Kuća za ljude i umjetnost Lauba.

As part of activities aimed at supporting the social community through donations and sponsorships, the Bank supported the education of young paediatric surgeons at the Children's Hospital Zagreb (Klaićeva), supported the Children's Home Nazorova, and the SOS Children's Village for children without parental care. With regard to the donations, EBC supported Koprivnica General Hospital, Čakovec County Hospital, Virovitica General Hospital, Bjelovar General Hospital, Zadar General Hospital and Health Care Home of the Zadar County.

As part of a broader strategy that promotes, among other things, the integration, inclusiveness and fellowship of all individuals in society, EBC has supported the activities of the Zagreb Pride parade.

Knowledge is one of the drivers of creation, progress and growth. Therefore, through donor and sponsorship activities, EBC strives to include as many initiatives, associations, manifestations and events that deal with educational activities as possible. For this purpose, EBC cooperates with various faculties and schools, such as Fran Lhotka Music School in Sisak and the Student Union faculties at the University of Rijeka, the Academy of Dramatic Art and the Academy of Fine Arts in Zagreb, the Rijeka Faculty of Economics, Faculty of Electrical Engineering and Computing and Faculty of Science at the University of Zagreb and Centre for Student Support and Career Development at the Faculty of Organisation and Informatics Varaždin.

In addition, EBC promotes the importance of sports projects and sponsorships that emphasise the importance of promoting sports, and especially promoting awareness of the importance of physical activity in children. Two major projects that are focused on this goal are the Erste Plava Liga and Erste rukometna liga Dalmacije (Handball League of Dalmatia) which were, as of 2020, unified into the children sports platform named Ersta prva liga.

Erste Plava liga is a project intended for all students in grades 3 to 6 of primary schools in Croatia and is designed to help children develop an athletic spirit and to encourage them to play sports. Despite the specific circumstances, the ninth season of the competition was held last year, and the campaign "60 minuta KRENI" included famous athletes, coaches, educational workers and institutions with the aim of providing a contribution and raising equal opportunities and conditions for doing daily sixty-minute physical activity for interested children. The competitions were held in a total of nine cities (Rijeka, Zagreb, Osijek, Makarska, Zadar, Pula, Knin and Vukovar and Čakovec) with a total of 2,631 children participating.

The Erste Handball League is a unique children's handball league intended for primary school students enrolled in grades 2 to 7. By organising this league, EBC wants to show that everyone needs physical activity to grow up healthy and happy and enable children to take part in competitions, socialize and have fun while doing it. World-renowned handball players Ivano Balić and Petar Metličić, together with their handball club, are involved with the organization of the League. They are role models to all competitors of the League and represent additional motivation for the children and clubs to take part in the competition. In the third season of Erste Handball League, which was played despite special circumstances due to coronavirus, competitions were held in eight cities with a total of nine tournaments (Split, Zadar, Šibenik, Dubrovnik, Labin, Poreč, Umag and Pula and finals in Split) and a total of 2,870 children participated.

Sponsorships and donations (continued)

Through sports sponsorships, EBC traditionally supports the Croatian Table Tennis Association, the Erste Beach Volleyball Club Zagreb, the Primorje Rijeka Water Polo Club, Croatian Football Club Rijeka (HNK Rijeka), the Croatian Olympic Committee, the traditional Fiumanka sailing regatta in Kvarner, with more than 200 sailboats participating, Biograd Boat Show, the largest boat fair in the Republic of Croatia, Beach Volleyball Club Erste Zagreb, Osijek Football Club (NK Osijek), Velika Gorica Football Club (NK Velika Gorica) and a number of other regional clubs to promote different types of sports and sports activities among the young generations of athletes. EBC also supported the Terry FOX Charity Run which was held in 2021 but with adjustments due to present circumstances. The funds were donated to the Croatian League Against Cancer and Solidarna foundation.

Initiatives launched by various sectors of the Bank should also need to be noted. Since 2013, the HOPE donation fund has been managed by the Bank. The mission of the fund is to collect employee donations to help orphaned children without parental care, living in children's homes across Croatia. Employees are free to choose whether they will donate and how much, and can opt for a one-time donation or set up regular monthly donations via an open payment order. The initial idea was to collect small monthly donations from a larger number of employees in order to help children's homes to procure equipment and other necessities that children need. After the devastating earthquake which hit Zagreb in March 2020, more than HRK 94,000 was collected in employee donations which were paid as financial aid to colleagues whose real property was damaged in the earthquake. The same was done at the end of 2020 when a devastating earthquake hit Sisak-Moslavina County — a total of HRK 531,000 was collected. In addition, the HOPE fund collected an additional HRK 13,500 for colleagues in the Czech Republic whose homes were damaged in a devastating tornado. In addition to these donations, the Bank paid an additional aid and thus became actively engaged in helping its employees.

There is also the AZIL initiative, a cashiers' solidarity fund, i.e., a special purpose and completely voluntary fund for covering cashiers' shortages and financial damages suffered by clients as a result of cashiers' mistakes when working with clients. All employees may join the fund, regardless of their job position, but only employees employed as cashiers, treasure cashiers, employees working at the cash register benefit from the fund. The membership fee is HRK 15 a month for cashiers and is collected from members' salaries, while other members that join the fund donate any amount they want, which they specify upon joining a membership application created specifically for this purpose.

Last year, EBC once again supported and actively participated in the project of the international Erste Group entitled Kontakt. The Art Collection of Erste Group and ERSTE Foundation. The collection was founded in 2004 and includes more than many works of art made from different countries, focusing on Eastern, South-Eastern and Central Europe.

Humanitarian campaigns

Erste challenge

For the fourth consecutive year, as part of the campaign that lasted from January to December 2021, the employees of the entire EBC Group in Croatia undertook to reach a mileage target by engaging in a sport or recreational activity with the aim of securing a humanitarian donation. The target was set at 120 thousand kilometres. The target of over 120 thousand kilometres was reached and the Bank donated a total of HRK 120 000 for the kilometres reached, divided among five associations: Association of Parents of Vitally Endangered Children 'Kolibrići', Nova budućnost association, the initiative Entire Croatia is helping – for the seriously ill girl Kiara, Dobra volja humanitarian association and the Association for Autism Bjelovar.

Corporate volunteering – “Pay It Forward”

Corporate volunteering is more than a one-off action at bank level and the Bank has organised it for years. It is a process of volunteering and providing help by setting aside the employees' time to help others. For the employer to further encourage employees, the possibility of volunteering during working hours has been offered for the third consecutive year all employees interested in being included. They can use one working day per year for this during their working hours, as individuals or in groups.

Through various projects throughout the year, employees helped and acted together to do good. This may have included socialising with elderly or sick retirement home users, improving homes for children, caring for the poor and the homeless, cleaning the environment, etc.

Corporate volunteering (continued)

Last year was marked by several individual and one group volunteer actions due to the already mentioned reasons caused by the epidemic. Volunteer work was performed:

- _ providing aid to earthquake-stricken areas
- _ on the classification of donations for earthquake victims
- _ within the scope of Business Skills Academy (workshop on sales skills and human resources management)
- _ cleaning Mljet coves (ecological actions)
- _ Centre for Culture of Dialogue Rijeka (development assistance to children from families of a lower socio-economic status)

Volunteer actions were carried out in such a way that employees were informed about the possibilities of volunteering via intranet or the employees themselves found such opportunities in their surroundings, in their environment, and sometimes the Human Resource Department provided assistance in organising volunteering which then proposed the place for volunteering and assisted in taking care of everything that is necessary to do the volunteer work. The number of days of volunteer work in 2021 was 15 days during working hours, which is somewhat more compared to the previous year.

Since 2015, EBC has been a signatory to the Charter Recognising Competences Acquired by Volunteering, and since last year the Bank has been a signatory to the Corporate Volunteering Charter. The best acknowledgement of the efforts and engagement of Erste volunteers is the many thanks from various institutions and associations received in 2021.

Happy Hour

Employees of the Bank, but also of other affiliated companies, regularly, on an annual level, organise campaigns of selling cakes and other sweet or salty products (made by themselves) and thus raise funds that they donate to associations or individuals in difficult life circumstances. Unfortunately, due to epidemiological circumstances, campaigns of this type have been suspended for two years but they will again be organised as soon as the circumstances allow it.

Environment

In the last few years, the subject of environmental protection has become increasingly important for the sustainable development and viability of companies and people. As climate change has started to affect almost every country on every continent and change the way people live and work, the battle for environmental protection has become a global preoccupation. The importance of these topics is evidenced by numerous summits, agreements and initiatives of the world's leading powers in order to reach the best possible solution through unification. The last such conference was held in Glasgow at the end of 2021 (COP 26 UN Climate Change Conference) where the stepping up of efforts made so far were confirmed. Also, several new initiatives were adopted, such as the initiative on increasing funds for developing countries to fight climate change and launching a global commitment to reduce methane emissions.

By deciding to finance environmentally neutral companies and to pursue "green" and sustainable projects, banks and other financial institutions have an indirect impact on the environment and its conservation. Within its internal processes, EBC strives to reach environmentally friendly solutions of the highest quality, e.g. when renovating branches and when communicating with customers, the aim is to achieve as high environmental standards as possible. The immediate impact on the environment has been determined through energy consumption and paper consumption.

Managing environmental impacts

Erste Bank Croatia has an established Environmental Policy, which defines environmental objectives that aim to contribute to reducing energy and water consumption and minimising environmental pollution, thereby contributing to the community in which the bank operates. Some of the goals EBC is committed to are:

- Protection of natural resources through their responsible use, systematic increase of energy efficiency and compliance with all applicable legal regulations
- Use of recycled paper and continuous reduction of waste paper
- Introduction of a waste sorting system and promotion of responsible waste management among employees
- Reduction of harmful emissions through the selection and use of electricity from renewable energy sources

To achieve its goals, EBC has implemented an environmental management system that complies with the requirements of ISO 14001:2015. The Environmental Management System according to the ISO 14001 standard was extended (recertified) at the end of 2020 and integrated with the Energy Management System according to the ISO 50001 standard, which would enable more advanced monitoring of electricity consumption and its rational use in the coming years, which should ultimately result in savings. The next recertification is planned for 2023.

The active involvement of our employees is crucial for achieving these goals. In this regard, EBC educates all employees on rational energy saving and paper consumption, on proper waste separation, and educate systematically on the ISO 14001:2015 standard, with all its elements and goals. From the beginning of 2020, education on environmental protection and rational use of energy is mandatory for all new employees, and a total of 310 newly employed persons completed it in 2021.

As was the case in the previous years, a yearly external audit was performed by a licenced certification company in 2021 too, to check the functioning of the Environmental Management System according to the international standard ISO 14001: 2015. The Bank has completed all necessary activities to extend the ISO 14001:2015 certificate for another year. Some of EBC's affiliates (Erste Card Club, Erste Leasing and Erste Bank A.D. Podgorica) have done the same successfully.

The Strategic Environmental Objectives for the period 2022 to the end of 2024 were also set last year. Compared to the reference year 2019, they are:

- _ Maintain electricity consumption at +/- 3% (2019: 10,98 GWh, 2.489 FTE)
- _ Maintain heat consumption at +/- 3% (2019: 4,09 GWh)
- _ Reduce CO2 emission 0-3% (2019: 2.251 tCo2/ FTE)

Managing environmental impacts (continued)

Based on the Strategic Objectives, the Operational Objectives for 2021- 2022 were defined:

- _ implement internal educational campaigns on environmental protection, electricity and thermal energy savings for new employees
- _ further installation of UV protective foils on the premises
- _ production of 64000 kWh ($\pm 5\%$) of green energy from photovoltaic cells installed on the office building in Zagreb

Energy

People need energy for everyday life – both of an individual and the entire economy. In that process, energy needs to be transferred from the initial location to the end-user, which of course causes pollution. Monitoring electricity consumption allows for better management of this segment of sustainable business. Erste Bank Croatia has several initiatives in the area of electricity savings.

When designing branch offices and other business premises, all aspects of environmentally friendly and sustainable business are taken into account, using software and technical solutions to optimise energy consumption, regularly maintain equipment to increase its durability and reduce waste, use energy-saving light bulbs and energy-saving LED panels for advertisements, etc.

EBC wants to encourage its clients to think about energy efficiency and, consequently, to act in that direction. Thus, the Bank has designed and offered several products for the purpose of financing energy efficiency, the so-called eco loans, both for citizens and companies, which encourage the use of ecological forms of energy, the use of renewable energy sources, energy efficiency, etc., thus further promoting the development of sustainability and energy efficiency in society. For example, for clients who buy, build or renovate properties with A+, A, B, or C energy the Bank grades a lower interest rate than for regular housing loans. In addition, the Bank cooperates with local and international financial institutions to offer more favourable financing conditions for projects in the private and public sectors, including energy efficiency and renewable energy projects. With more favourable financing conditions, the Bank wants to further stimulate investments in segments that contribute to increasing environmental awareness, efficiency and sustainability.

As part of Erste Group, EBC is committed to providing financial services in the energy sector because it believes that electricity supply is the key element for economic and social development, especially when it comes to Central and Eastern Europe. At the same time, this part shows the need for reasonable management of environmental and social impacts and better management of environmental risks. This is precisely why guidelines have been provided in the corporate finance section of Erste Group for the purpose of applying the sustainability principle and regulating the participation of Erste Group in this industry.

In 2021, the installation of sun protection foils was continued. Apart from providing much better working conditions for employees in summer, they reduce electricity consumption for air conditioning and lighting. Last year, foils were installed on glazed surfaces at in Buzet branch office.

The Bank constantly controls and works to reduce energy consumption, and in order to do this more efficiently, it requires the education of all employees and users of the premises, which was carried out throughout the year. Education on environmental protection and rational use of energy became mandatory for all new employees as of 2020.

The coronavirus pandemic brought savings and a decline in energy consumption in some areas of operation, primarily in fuel consumption for official vehicles (down by 40,6% in 2020 compared to 2019, while in 2021, this decrease was slightly lower - 35,17%). However, due to the need for continuous fresh air ventilation, this drop in consumption is significantly lower than it would have been had it not been for a pandemic. Indeed, research by the Erste Group shows that ventilation is the largest consumer of electricity, during winter as well as a lot of energy is consumed to heat the fresh air. Also, significant reductions and savings in electricity are not planned for the forthcoming period due to the modernisation of branches with zones that continuously operate and use electricity. Electricity consumption increased by 6.68% compared to the reference year 2019.

Energy (continued)

However, significant progress in the use of renewable energy sources was made in June of 2021, when a photovoltaic cell was placed on the roof of Erste's office building at Ivana Lučića Street in Zagreb, with the aim of producing 64,000 kWh of green energy.

Emissions

In 2021, EBC continued to use electricity that is 100% from renewable sources, which means that in addition to maintaining low CO2 emission levels, EBC contributed i.e. participated in the realisation of national energy efficiency projects through the ZeIEN fund.

CO2 emissions at the Erste Group level are monitored in all member states and are calculated using the data on energy consumption and consumption of photocopier paper. EBC continues to record a constant decline in CO2 emissions:

Table 9: CO2 emission

	2019	2020	2021
tCO2e	2,251	1,936	1,916

In 2021, EBC procured and put into service five electric cars, and due to the lack of a network of e-charging stations in Croatia, the Bank installed its own network of rapid and slow charging stations near office buildings in Zagreb, Rijeka and Bjelovar. A total of 10 charging stations have been installed so far and three more are planned for 2022.

Waste separation and reduction of unselected municipal waste

It has been identified that the Bank generates the most waste in the area of paper consumption. Therefore, ecological, recycled printing paper is used throughout Erste Bank in Croatia, and this is planned in the future too. Also, due to the environmental aspect, but also easier use, the Bank's clients are encouraged to do business online as much as possible. Therefore, digital submission of applications for the Bank's products is provided, and the General Terms and Conditions are available in the branches on tablets instead of on paper. Posters in the branches have largely been replaced by digital displays wherever possible. Instead of the classic notices sent by mail to the home address, EBC strives to send emails to clients as much as possible, and individual campaigns for switching from paper monthly statements to electronic ones are often carried out. Also, centrally operated digital filing folders are used to save paper.

The Bank constantly controls and works to reduce the consumption of photocopier paper at the Bank level, and trainings have been organised for this purpose. The reduction in consumption was significant already in 2019 (23%), and in 2020, this reduction is even more pronounced amounting to nearly 40%. This decline continued in 2021, but it should be noted that, over the last two years, the coronavirus pandemic and specific working conditions have also had a major impact on reducing consumption.

Table 10: Consumption of photocopier paper

	2019	2020	2021
Ream/FTE	14.35	11.18	10.77

In order to reduce the negative impact on the environment in the future and further reduce the amount of unselected municipal waste, the use of linen towels was introduced in late 2018 instead of paper towels for wiping hands in sanitary facilities. As part of this, employee education was organised. By using linen towels, EBC reduced the amount of unselected municipal waste by 70-90% every year compared to previous years when paper towels were used for the same purpose. However, with the emergence of the coronavirus pandemic in 2020, the use of paper towels (mainly for disinfecting work surfaces) increased again, and this trend continued in 2021.

Waste separation and reduction of unselected municipal waste (continued)

Also, in 2018, tanks for the selective separation of waste were installed throughout the entire Croatian business network, and as a result, prescribed procedures were introduced and employee education was carried out. In addition to paper, plastic, metal and glass being separated, storage tanks for waste batteries have been set up in office buildings in Zagreb, Rijeka and Bjelovar. It should be noted that the Republic of Croatia has unfortunately not yet introduced a system for collection of disposed waste based on volume or weight, therefore data on quantities of certain types of disposed waste are not available. However, special categories of waste disposal are registered, so there is data that EBC in 2021 disposed of 8,8 tonnes of bulk waste and 40 tonnes of electronic waste.

Other activities

A few years ago, the Bank started the "Project for PET", which was launched at the initiative of the employees. The project was continued in 2021. This is a project of organised collection of plastic packaging in Erste business centres in Zagreb and Bjelovar, which is carried out in cooperation with the Association for the Promotion of Inclusion. Bank employees collect plastic bottles from beverages, which are taken by users of the association for recycling, and the raised funds are used for financing a part of their needs. By organising the collection of plastic packaging, EBC shows double support for the community in which it operates. In addition to recycling large quantities of plastic bottles, which is in itself an environmentally beneficial act, the Bank helps launch an entrepreneurial activity for the socially disadvantaged population – people with intellectual disabilities who are otherwise hard-to-employ. In addition, the reduction of the amount of plastic waste in the form of PET water bottles at the level of the entire bank network is achieved by introducing a device for the production of drinking water obtained from the water supply network by reverse osmosis. The drinking water available to employees is thus not in plastic packaging. Additionally, buying more glass cups in kitchenettes aims to reduce the use of disposable plastic water cups, at least as far as the Bank's employees are concerned.

Also, in the office buildings in Zagreb, Rijeka and Bjelovar, Erste Bank Croatia organised an ecological-humanitarian project of collecting plastic caps from PET bottles for the need of raising funds for the Association of Leukaemia and Lymphoma Patients of the Republic of Croatia. This type of campaign has also been carried out in the Erste Card Club.

When designing branch offices according to the new concept of a service model, which, in addition to the mode of operation, includes the visual identity of EBC, green walls made of living plants are standardly installed, which have proved to be extremely beneficial for the pleasant work of our employees and their coexistence with nature. In addition to the office building at Ivana Lučića Street in Zagreb, green walls have been installed in branches in Pula, Makarska and Zagreb (Masarykova Street and Avenija Dubrovnik), Zadar, Šibenik, Vinkovci, Viškovo, Buzet and one branch office in Split. In addition, indoor plants contribute to a natural increase of humidity in heated spaces during winter, thus reducing the need for energy products for artificial humidification.

The Bank is also a member of the non-governmental organisation Croatia Green Building Council and actively participates in discussions and projects regarding green construction projects, discussions on new trends in the area, etc.

EU Taxonomy related disclosures

The Taxonomy Regulation is a regulation that establishes a classification system that helps determine whether an economic activity is environmentally sustainable, while sustainable economic activity is defined as contributing to one or more of the six defined environmental objectives - climate change mitigation, climate change adaptation, sustainable use and water protection and marine resources, the transition to a circular economy, pollution prevention and control, and the protection and restoration of biodiversity and ecosystems. In addition, the EU Taxonomy Regulation requires that none of the above environmental objectives be significantly damaged and implemented in accordance with minimum safeguards (according to the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, International Organization (ILO) for Fundamental Principles and Rights at Work and the International Charter of Human Rights).

Institutions participating in financial markets from 2022 are required to publish information related to the first two objectives, with taxonomically acceptable economic activities further defined by Commission Delegated Regulation (EU) 2021/2178.

EU Taxonomy related disclosures (continued)

In order to meet the requirements of the new regulations, Erste Bank Croatia withdrew the data from the portfolio review conducted by the international Erste Group for all members of the Group.

For items 1-4 the denominator, total assets, is defined as on-balance sheet exposures covering the following accounting categories of financial assets, including loans and advances, debt securities, equity holdings and repossessed collaterals ((a) financial assets at amortized cost, (b) financial assets at fair value through other comprehensive income, (c) investments in subsidiaries, (d) joint ventures and associates, (e) financial assets designated at fair value through profit or loss and non-trading financial assets mandatorily at fair value through profit or loss, (f) real estate collaterals obtained by credit institutions by taking possession in exchange for the cancellation of debts).

For items 5-7 the denominator, total Green Asset Ratio assets, has the same scope as the total assets for items 1-4 excluding exposures to sovereigns, central banks, and trading book. The nominators have an even more narrow scope including only financial corporations, non-financial corporates subject to NFRD disclosure obligations, households, and local governments.

Taxonomy-eligible and non-eligible activities are defined according to the European Industrial Classification System (NACE), which serves as a basis for defining economic activities in taxonomy.

In the future, the criteria used to calculate the items listed in Table 11 are likely to change because there is currently no common market standard for interpreting all provisions of the Taxonomy Regulation.

Table 11: EU Taxonomy Disclosures

Central governments, central banks, supranational issuers and derivatives/ Total assets	44.70%
SME's and NFCs not subject to NFRD disclosure obligations/ Total assets	16.80%
Trading portfolio/ Total assets	0.20%
On-demand interbank loans/ Total assets	0.50%
Taxonomy - eligible activities/ Total GAR assets	25.10%
Taxonomy non - eligible activities/ Total GAR assets	45.70%
Estimated green assets/ Total GAR assets	3.00%

Suppliers

Suppliers' responsibility

Erste Group sees its suppliers as partners in developing the sustainability of its operations. When selecting suppliers, Erste Group takes into account sustainability and corporate social responsibility, and chooses companies that do business in line with international standards that include social and environmental impacts.

Erste Group Procurement (EGP) is Erste Group's company specialised in procurement. Its main objective is to ensure a transparent and fair procurement and supply and such contracts. Meeting the needs of Erste Group for national and foreign goods and services, delivered in time and in accordance with quality requirements, under the best possible conditions, is the key element.

The suppliers of Erste Group are required to meet the stipulated standards in the fields of business ethics, environmental protection and human rights.

In the fulfilment of the contractual obligations, Erste Group expects the following from the suppliers of materials, equipment and services chosen as partners: respect of national and local laws and regulations, the fulfilment of all legal obligations regarding the health and safety of their employees and contractors, strict compliance with environmental regulations, compliance with and application of the fundamental principles of corporate social responsibility, protection of basic human and workers' rights, environmental protection, the promotion of health and safety, and decisive fight against corruption.

These principles are also expressed in the Supplier Code of Conduct, which is publicly available on the Erste Group Procurement website.

Erste Group Procurement carries the "CIPS Corporate Ethics Mark". This certificate is provided by the Chartered Institute of Procurement and Supply (CIPS). This certificate is issued to companies that have been dedicated to high standards of ethics and have proven that their employees are trained and do business in line with them. Employees are fully certified with respect to ethical conduct while 95% of suppliers, chosen by EGP, have undergone ethical certification in accordance with EGP standards.

In the process of selecting suppliers at a strategic and operational level, sustainability is also taken into consideration. Along with an initial assessment, suppliers' operations are regularly reviewed, covering the most important or most vulnerable suppliers. The audit questionnaire refers to areas such as the existence of an environmental management system, participation in the Carbon Disclosure Project (CDS), the existence of a written environmental policy, methods of measuring CO₂ emissions, the existence of environmental targets, information on fines and penalties for violations of environmental regulations and description of the suppliers' supply chain.

In the case of the procurement of goods, the audit questionnaire is supplemented with questions on potentially hazardous chemicals, product recycling possibilities, end-of-life recovery, and *Energy Star* or similar standards.

Erste Group, including Erste Bank Croatia, is pleased to point out that no actual or potential negative environmental impacts have been detected in the supply chain of Erste Group and no contract with a supplier has been terminated as a result of significant actual or potential negative environmental impact.

When selecting suppliers, Erste Group also addresses social aspects, and the questionnaire covers questions such as child labour, elimination of all forms of forced labour, elimination of discrimination in the employment process, freedom of association and the right to collective negotiation, reasonable working hours and fair compensation, health care, work safety, job restructuring, salary, appropriate working conditions, and other important social criteria in the supply chain.

Erste Group also encourages social responsibility through the selection of suppliers and the type of goods and services it uses, including promotional marketing materials. Among other things, Erste Group often chooses products that have an ecological certificate or are the final product of a socially responsible project involving marginalised groups of the society. For example, at the end of each year, Erste Group orders holiday cards from SOS Children's Village Croatia, and not from commercial suppliers, and thus encourages responsible business within the society and the community.

GRI Content Index

GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Title	Reference to Annual Report 2021	Comment/Reason for omission
GRI 102 General Disclosures 2016					
1. Organisational profile					
GRI 102	General Disclosures	102-1	Name of the organisation		Erste&Steiermärkische Bank d.d.
GRI 102	General Disclosures	102-2	Activities, brand, products, and services		Annual report: General information
GRI 102	General Disclosures	102-3	Location of headquarters		Rijeka, Jadranski trg 3a, Republic of Croatia
GRI 102	General Disclosures	102-4	Location of operations		General information
GRI 102	General Disclosures	102-5	Ownership		General information
GRI 102	General Disclosures	102-6	Markets served		General information
GRI 102	General Disclosures	102-8	Information on employees		Non-financial report: Employees
GRI 102	General Disclosures	102-9	Suppliers		Non-financial report: Suppliers
GRI 102	General Disclosures	102-10	Changes in the supply chain		No significant changes
GRI 102	General Disclosures	102-11	Precautionary principles		Non-financial report: Code of Conduct of the ESB Group; Statement of Purpose
GRI 102	General Disclosures	102-12	External initiatives		Non-financial report: Customers, Environment
GRI 102	General Disclosures	102-13	Membership of associations	28	Croatian Banking Association, Croatian Chamber of Economy
2. Strategy					
GRI 102	General Disclosures	102-14	Report of the Chairman of the Management Board		Report of the Chairman of the Management Board
GRI 102	General Disclosures	102-15	Key impacts, risks and opportunities		Non-financial report: Materiality analysis
3. Ethics and integrity					
GRI 102	General Disclosures	102-16	Values, principles, standards, and norms of behaviour		Non-financial report: Employees
4. Governance					
GRI 102	General Disclosures	102-18	Governance structure		General information: Supervisory Board, Management Board
5. Stakeholders					
GRI 102	General Disclosures	102-40	List of stakeholders		Non-financial report: Materiality analysis
GRI 102	General Disclosures	102-41	Collective bargaining agreements		Non-financial report: Employees
GRI 102	General Disclosures	102-42	Identifying stakeholders		Non-financial report: Materiality analysis
GRI 102	General Disclosures	102-43	Approach to stakeholder engagement		Non-financial report: Materiality analysis
GRI 102	General Disclosures	102-44	Key topics and concerns		Non-financial report: Materiality analysis
6. Reporting practice					
GRI 102	General Disclosures	102-46	Defining report content		Non-financial report: Materiality analysis
GRI 102	General Disclosures	102-47	List of material topics		Non-financial report: Materiality analysis
GRI 102	General Disclosures	102-49	Changes in reporting		No changes were made.
GRI 102	General Disclosures	102-50	Reporting period		From 1.1.2021. to 31.12.2021.
GRI 102	General Disclosures	102-51	Date of most recent report	0	Annual report for the year ending on 31.12.2021.
GRI 102	General Disclosures	102-52	Reporting cycle		Annual
GRI 102	General Disclosures	102-54	Claims of reporting in accordance with GRI standards		EBC's non-financial report was prepared in accordance with the requirements of the Global Reporting Initiative (GRI standard: core option)
GRI 102	General Disclosures	102-55	GRI content index		Non-financial report

GRI Content Index (continued)

GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Title	Reference to Annual Report 2021	Comment/Reason for omission
GRI 103 Management Approach 2016					
GRI 103	Management Approach	103-1	Explanation of the material topics		Non-financial report: Materiality analysis
Material and additional topics					
Material topic: Anti-corruption (GRI 205 Anti-corruption 2016)					
GRI 205	Anti-corruption	205-3	Confirmed incidents of corruption		Non-financial report: Anti-corruption There were no confirmed incidents of corruption in 2021
Material topic: Emissions (GRI 305 Emissions 2016)					
GRI 305	Emissions	305-5	Reduction of emissions		Non-financial report: Emissions
Material topic: Responsible criteria in the supply chain (GRI 308 Negative environmental impacts in the supply chain and actions taken 2016)					
GRI 308	Negative impact on the environment by the suppliers	308-2	Negative impact on the environment by the suppliers		Non-financial report: Suppliers
Material topic: Health and work-life balance (GRI 401 Employment 2016)					
GRI 401	Employees	401-1	New employees		Non-financial report: Employees New employees: 152; Fluctuation: 233
GRI 401	Employees	401-3	Parental leave		Non-financial report: Employees
Material topic: Health and work-life balance (GRI 403 Occupational health and safety 2018)					
GRI 403	Occupational health and safety	403-1	Occupational health and safety management system		Non-financial report: Employees
GRI 403	Occupational health and safety	403-3	Occupational health services		Non-financial report: Employees
GRI 403	Occupational health and safety	403-5	Prevention and mitigation of occupational		Non-financial report: Employees
GRI 403	Occupational health and safety	403-7	Worker training on occupational health and safety impacts directly linked by business relationships		Non-financial report: Employees
Material topic: Training and education (GRI 404 Training and education 2016)					
GRI 404	Training and education	404-1	Number of hours of training		Non-financial report: Employees
Material topic: Diversity and equality (GRI 405 Diversity and Equal Opportunity 2016)					
GRI 405	Diversity of managerial bodies and employees	405-1	Structure of managerial bodies and employees		Non-financial report: Employees
Material topic: Diversity and equality (GRI 406 Non-discrimination 2016)					
GRI 406	Anti-discrimination	406-1	Total number of incidents of discrimination		Non-financial report: Employees There were no incidents recorded during 2021
Material topic: Customer satisfaction					
Information on customer satisfaction					Non-financial report: Clients
Material topic: Financial literacy					
Information on activities implemented in the area of raising financial literacy					Non-financial report: Society