

ESG REPORT 2024

In dialogue with
the future

Agos

“ Every day we work to support people in their projects with accessible, responsible and sustainable solutions.

We do this with the same spirit with which we pursue our path of responsibility: listening, learning and engaging openly with those around us.

”

This second ESG Report stems from the desire to share not only results and objectives but also reflections and perspectives.

It is part of an ongoing dialogue that helps us – together – to build a more fair and more sustainable future.

Enjoy the read!



DIGITAL-ONLY PUBLICATION TO REDUCE ENVIRONMENTAL IMPACT

Since the first edition, our ESG Report is published exclusively in digital format with the aim of avoiding a waste of resources such as paper, ink and energy and reducing emissions associated with physical production.

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The paragraphs marked with the  icon represent the Material Topics defined by the Agos team for the year 2024.
Please note that the limited assurance statement is included solely in the Italian version of the ESG Report.

Message to stakeholders

GRI 2-22



“Listening is the first step towards building the future.”

François Edouard Drion
CEO Agos

Dear readers,
“Listening is the first step towards building the future” is the core principle from which we started to write – together – this second ESG Report.

In 2024 more than ever we chose **dialogue even more as a defining element of our actions.**

Dialogue with the people who work at Agos, with our customers, with the communities we operate in, with institutions and partners. We listened to questions, welcomed different points of view and made this ongoing exchange the basis for acting in a more responsible, more aware, more fair way.

Our commitment translates into attention to all “ESG” dimensions and into the will to turn them into concrete actions that evolve together with the reality around us.

2024 was the year we laid the foundations for increasingly transparent dialogue with all our stakeholders by voluntarily publishing our first ESG Report. 2025 represents the continuation of that intent, the year in which we report **what we have done more, better, together** during 2024.

Environmental dimension – A change that starts with everyday choices

Our commitment to tackling the climate crisis continues on the dual track of reducing our carbon footprint and supporting our customers and partners in reducing theirs.

In 2024 **financing to support the energy transition – equal to €644.7 Mn – recorded an increase of +9%** compared to the previous year.

We are on track to reduce our emissions by 25% by the end of 2025 thanks to specific measures that have so far made it possible to achieve **a 48.6% decrease compared to 2019 CO₂eq emissions**, which are our reference baseline.

The assessment carried out by Ecovadis on what was done in 2024 led to a certified score of 72/100, made official in January 2025.

Social dimension – The value of authentic relationships

CRIF data show that, among the Top Finance companies, Agos is the one that has had the **greatest growth in volumes in the Generation Z age segment** over the years, recording **a market share of 14.5%** for this group in 2024 compared to the 27.7% cumulative figure for the entire category.

We recorded a +17% increase in production compared to 2023 in salary- or pension-backed loans, a product that makes it possible to overcome constraints related to age and credit profiles.

In 2024 we wanted to be even more supportive of our people, strengthening parental care measures and launching a pilot **Caregiver Policy** designed for those who care for vulnerable or non-self-sufficient family members, as a way of recognising an invisible but essential commitment in today’s society.

We also strengthened our commitment to returning value to the local community.

As part of the Agos Parks project, we wanted to confirm and make more continuous our closeness to the area and to people by scheduling a **weekly calendar of initiatives** run by third-sector associations we have collaborated with for years and which are **available free of charge to the public at large**. Thanks to these new initiatives, the Agos Parks have increasingly become places for social interaction, for physical and mental well-being and for dialogue.

Agos people themselves were an **active part of the social commitment and closeness to the community**. We developed volunteering initiatives such as participation in the Crédit Agricole Italy Group “Volunteers of Value” project and participation in sports initiatives such as the Run4Inclusion supported by Crédit Agricole Italia, the Milano Relay Marathon and PlayMore!’s SuperLeague, for shared physical well-being and for an increasingly positive social impact.

Attention to people also manifested itself in a closeness to younger generations, with an increasingly inclusive approach. For work-study programmes, we welcomed the request of a student from AGPD (Parents and People with Down Syndrome Association), offering all the students present at Agos during the week the **wealth that is created by including different abilities in working groups, even in the company**.

Our **financial education programme was expanded thanks to continuous dialogue** with consumer associations. In this way we responded to the need to talk about financial education outside schools, addressing not only students but also consumers.

Governance – Certified responsibility, measurable commitment

Building a more resilient future is measured through the analysis of climate and environmental risks and their integration into the framework of traditional risks.

We also wanted to make measurable the attention we have devoted for years to our people through **Gender Equality Certification** obtained through an external audit **with a score of 91/100**. A result that is not a point of arrival but a point of reference: it shows us that the actions taken so far have gone in the right direction and helps us to understand the future steps to be taken for a further improvement of all our gender equality indicators.

Looking ahead, together

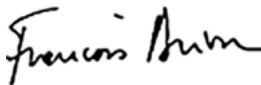
In this Report you will find numbers, information and projects. But above all you will find voices. Those of the people who built every initiative with us. Because sustainability is never a solitary act. It is always, inevitably, a collective act.

We will continue to walk in this direction. With listening, with responsibility, with closeness to people.

And with the certainty that **authentic dialogue generates transformation**.

With esteem and gratitude,

François Edouard Drion
CEO Agos



“If today we tell Agos’s story with pride it is because, beyond the results there is an identity built over time, made of listening, evolution and genuine attention to people.”

François Edouard Drion
CEO Agos

“And it is precisely this identity that allows us to face change with consistency without losing sight of what sets us apart, even in the eyes of our customers.”

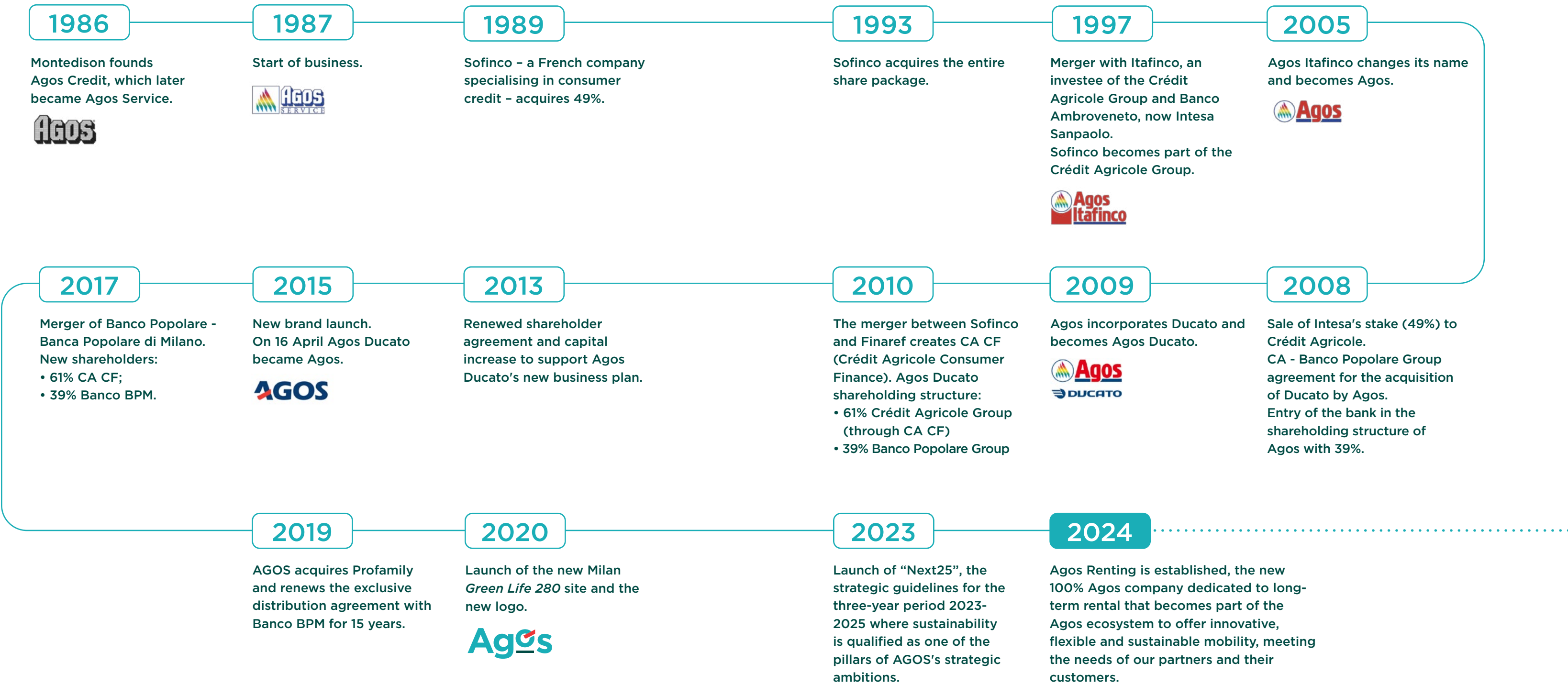
Luciana Mirizzi
Marketing Director and co-sponsor of the S Pillar

Getting
to know
Agos

DIALOGUE no. **1**

The milestones of our history

GRI 2-6



The ecosystem of our shareholders

GRI 2-1, 2-6

Agos Ducato S.p.A. is a private joint-stock company, owned 61% by **Crédit Agricole SA (CA SA)** through **Crédit Agricole Consumer Finance (CA CF)**, and 39% by **Banco BPM**.



A strategic asset of the Crédit Agricole Group, it is a leading player in Europe in personal financing and mobility.



Born in 2017 from the history of two large popular banks, Banco Popolare and Banca Popolare di Milano, it is the third largest Italian credit group

Present in
22
countries

>11,000
collaborators

~17.2 Mn
customers

€422 Mn
net profit
at the end of 2024

> 1,400
branches
throughout Italy

>20,000
collaborators

~3.8 Mn
customers

€1,920 Mn
net profit
at the end of 2024

61% → **Agos** ← **39%**

In 2024 **Crédit Agricole Consumer Finance (CA CF)** officially adopted the new name **Crédit Agricole Personal Finance & Mobility (CA PFM)**.

This change reflects the evolution of the Group’s strategy and the desire to contribute more incisively to social transformations linked to new consumption models while at the same time promoting the ecological and environmental transition.



Profile

GRI 2-1

Our registered office is in **Milan**, at Viale Fulvio Testi 280, where the head offices and main offices are also located.

A second administrative office is located in **Lucca**, at Via Carlo Angeloni 45, relocated in July 2025 to the new, more modern and efficient premises in Capannori (LU).

Operations across the country are ensured by an extensive distribution network and by **eight specialised centres for internal debt collection** (Turin, Cagliari, Sassari, Naples, Rende, Bari, Palermo and Catania).

In 2024 customers could count on **115 direct branches and 116 agencies**, 16 of which were specifically dedicated to salary- or pension-backed loans. Our presence is ensured not only through direct channels and agencies but also through collaboration with business partners and the use of a multichannel approach.

Particular attention was paid to listening to customers and improving the service experience, also thanks to collaboration with **five contact centres and 26 external debt collection centres**.

The heart of a relationship of trust

We operate in the consumer credit sector, an area in which we have solidified a leadership position by investing in **solidity, reliability and continuous innovation**.

For almost 40 years **we have supported people in their life projects**, with the awareness that credit is not only a financial product but a lever to build trust, opportunity and inclusion.

Being close to people also means taking care of those who bring Agos to life every day from within: **we value the contribution and well-being of our people** because it is they who make our commitment towards the outside possible with their expertise, passion and responsibility.

HIGHLIGHTS

Employees

1,986
people
(excluding seconded staff and interns)

57% 43%
women men

GENDER GAP
+11%
v 2023
Women in managerial roles

91/100
Gender Equality
Certification

Structure

115
direct branches

100 16
Agencies CQS Agencies

5 8 26
contact centres internal debt collection centres external debt collection centres

10,928 3,845
total partnerships of which Automotive
+7.09% v 2023

Performance

5.1 Mn
eligible customers
+6.32% v 2023

€7,780 Mn
interest-bearing production
+2.8% v 2023

+3.3 points
NPS
v 2023

Environment

€644.7 Mn
financing to support the energy transition
+9% v 2023

-48%
emissions CO₂e
v 2019 baseline

-18%
emissions per km related to business travel
v 2023

Mission and values

GRI 2-6

Reliability, expertise, security and quality service at every stage of the relationship: these are the main needs of our customers today and the benchmark that guides all our choices.

At Agos we work with the goal of combining customer focus, production results and economic sustainability.

We want to be the Italian consumer credit company of choice for customers, partners, employees and society thanks to excellent service and a relationship of trust built over time.

Our mission is inspired by the raison d'être of the Crédit Agricole Group:

Employing a fully sustainable approach, we are committed to being a driver of growth in our sector, drawing on values that guide all our actions:

- Passion for what we do
- Courage to innovate
- Determination to turn ideas into concrete results
- Closeness that drives us to really listen to and understand the needs of customers and partners
- Team spirit that fosters sharing, synergy and the development of talent

We operate with the utmost respect for those who have chosen us, because we know that every relationship of trust is built day by day through consistent, responsible behaviour.

“ Act every day
in the interest
of Customers
and Society. ”



“ Integrating sustainability into the business does not mean adding something extra: it means transforming the very way in which we generate value, every day. ”

Laura Galimberti
Director of Legal Affairs & Corporate Sustainability

“ Every product, service or partnership becomes an opportunity to show that economic prosperity and a positive impact can go hand in hand. ”

Deborah Bosisio
Corporate Sustainability Professional

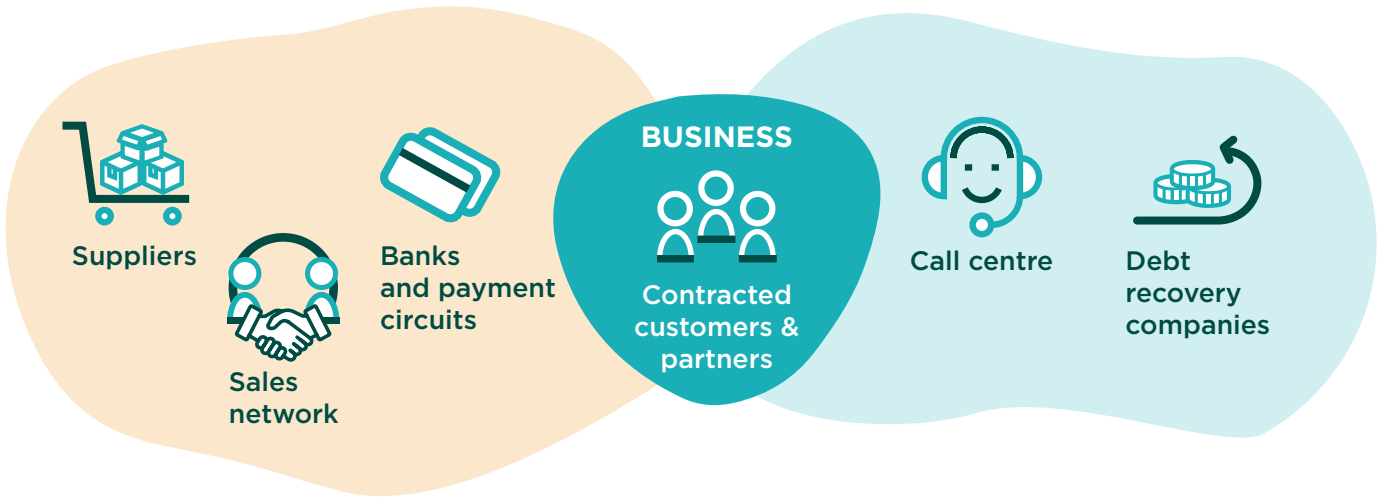
DIALOGUE no.

2

Business and Sustainability

Our business model

GRI 2-6



The Financial Services sector (Banking and Insurance, according to the GRI classification) is the market in which we strive to balance customer expectations with rigorous risk management and compliance with the relevant complex regulatory framework.

We deal with **consumer credit and insurance intermediation** through the distribution of personal loans, point-of-sale financing, credit cards, leases, salary- and pension-backed loans and insurance services. In January 2025 we extended our offering to include car rentals.

We operate in the market through **a sales structure organised into specialised networks**, each dedicated to managing different counterparties. Direct customer relations are entrusted to the **branches** and **agencies** located throughout the nation, which offer support both in person and remotely, adapting to different contact preferences.

For business partners, we operate through **a highly qualified B2B network**, constantly updated on the automotive, household equipment, home, “green” (products supporting the energy transition), services and new segments markets. The aim is to provide specialised advice and ongoing support to affiliated partners.

Captive banks and **other partner banks** that distribute our products are served by a dedicated network.

We are aware of customers’ growing preference for digital services and self-service channels. For this reason, **we have invested in projects that rethink the financing experience**, even in contexts traditionally less close to the B2B2C model.

Indeed, in 2024 we launched the project of purchasing cars online directly from our dealers’ websites, with immediate access to credit applications through an optimised process designed to offer simplicity, customisation, speed and digitalisation.

A fundamental role is played by the parties who work with us to ensure operational efficiency and to respond consistently to customer needs, offering reliable products and quality services. We work with **carefully selected suppliers** to ensure service levels in line with Agos’s quality standards.

Downstream of our operations are **utility providers, maintenance companies, suppliers of material goods and consultants** who support the operations of the offices and branches. At the same time, we rely on specialised partners for the management of activities that are ancillary to the granting of credit, such as consulting Credit Information Systems (CIS), and for services aimed at customers, such as communicating commercial offers.

More details on p. 34 > and 52 >

We cooperate with institutions that support **payment systems**, such as the interbank networks linked to the credit cards we issue.

Finally, we liaise with the **insurance companies** that issue the policies we intermediate for our customers.

For increasingly attentive management oriented towards listening to customer needs, the **operators** who support us in after-sales are also key. We collaborate with outsourced call centres and with companies specialised in debt collection.

Document management plays an equally important role: the archiving of contracts is entrusted to external centres, predominantly digital. Reducing the use of paper is a strategic objective for our company. The sales networks constantly monitor that counterparties use paper only in limited cases, promoting awareness and training initiatives to encourage increasingly virtuous behaviour for the benefit of the environment.



Confirming the effectiveness of our approach, Tinexa Infocert awarded us for the excellent result achieved: the adoption of digital signatures on 1,580,500 files **avoided the emission of 86% of CO₂ compared to the equivalent paper-based management**.

This achievement has a threefold value: in addition to the environmental aspect, it has allowed us to make internal processes more efficient, ensuring full compliance in the management of document returns, and has significantly improved the customer experience in signing up for products.

The Sustainability Plan

This represents a fundamental stage of the strategic path outlined with the Medium-Term Plan: more than a separate roadmap, **it is the lens through which we assess every industrial, organisational and relational choice**.

ESG factors play a central role as they permeate our organisational model, business strategy and risk management, in line with the Bank of Italy’s guidelines.

GRI 2-12

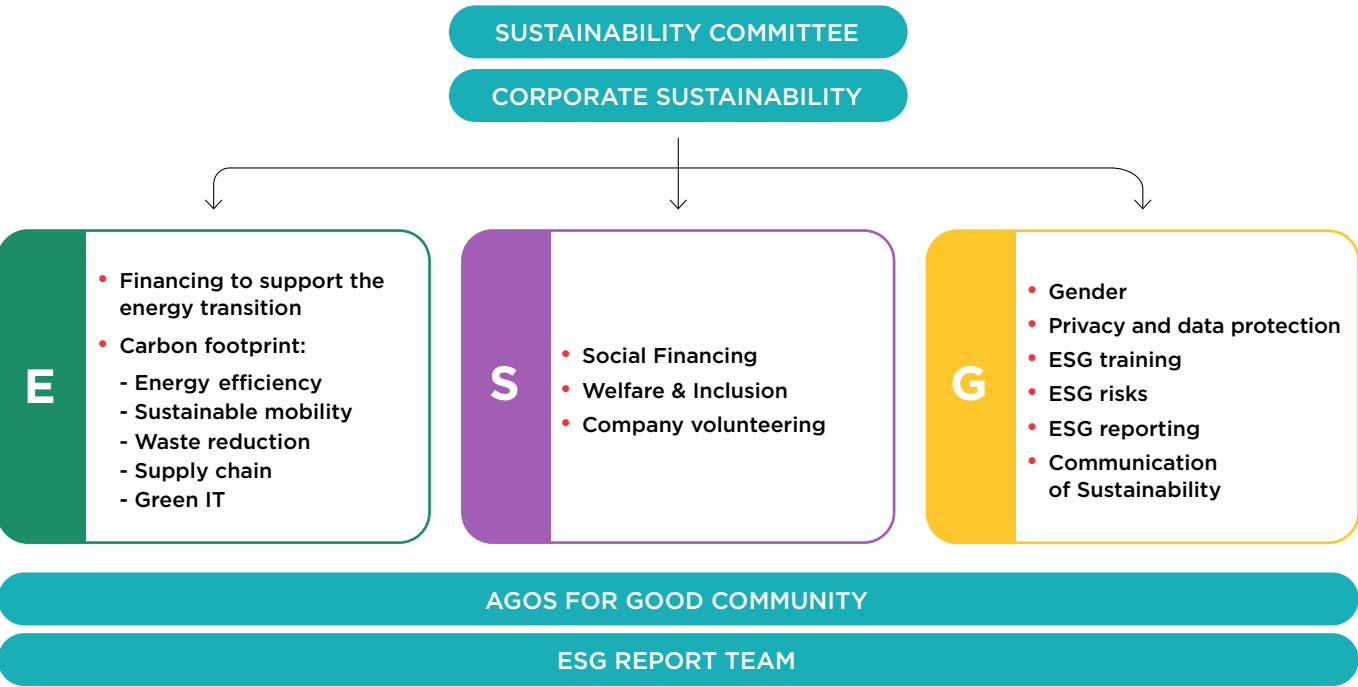
It is our Board of Directors that defines how ESG objectives integrate into the business strategy, in line with the vision, mission and values that guide all our actions.

The **Sustainability Committee**, chaired by the Chief Executive Officer and coordinated by the Director of Legal Affairs & Corporate Sustainability, is a cross-functional body tasked with:

- Developing and updating the Sustainability Plan
- Defining specific objectives, concrete actions and monitoring KPIs
- Ensuring consistency between the Plan and the strategic guidelines
- Supervising information flows and authorising company projects in the ESG domain

The Committee’s permanent members include the Department Heads and the managers of the main company functions. Depending on the topics under discussion, stream leaders are present and other colleagues directly involved may also be invited.

A hybrid organisation



The Board of Directors exercises its decision-making role also on the basis of periodic reporting of sustainability indicators and approves the Risk Appetite Framework (RAF), which includes the assessment and monitoring of specific ESG risks, such as:

- Climate risks (e.g. accidents and CO₂ emissions, including those relating to the company fleet)
- Social risks (e.g. indicators linked to customer satisfaction, such as the NPS)

The **“Next25” Medium-Term Plan** has been structured along three vectors – Growth, Quality and Energy Transition – that integrate ESG objectives according to the Sustainability Plan.

The following diagram illustrates the progress of these objectives in the first two years of implementation of the “Next25” MTP.

STRATEGIC DIRECTION	INDICATOR	2024	CHG V 2023	NOTE
GROWTH	Eligible customers	5,110,699	+6.32%	Same boundary and calculation criteria as 2023
	Interest-bearing production	€7.8 bn	+2.8%	This figure only refers to “interest-bearing” consumer credit
	E-commerce Automotive	Launch	-	-
	Active agreements	10,928 total: • 3,845 automotive • 7,083 other sectors	+7.09% +12.75% +4.25%	Counted only once even if with multiple points of sale
QUALITY	NPS	Added the indicator relating to “Prevention”	+3.3 points	-
ENERGY TRANSITION	Financing to support the energy transition disbursed	€644.7 Mn	+9%	Including loans for increased energy efficiency, electric mobility
	Agos Parks redeveloped	7 Parks and free weekly activities	+1 new Park	-
	Agorà Casa tool	New free tool for checking energy efficiency upgrades	-	-
	Digitally signed files	1,580,500 (= 86% CO ₂ avoided)	-	Tinexa Infocert award
	Reduction of the carbon footprint (-25% by 2025 v 2019)	-48.6% v 2019	-	Data not comparable with 2023

This integrated framework guides us in defining **concrete objectives of sustainable development, continuous improvement and innovation in products, processes and relationships with all stakeholders**, and the results achieved in 2024 confirm the solidity of the process undertaken.

Stakeholders and material topics

During 2024 there were no significant changes in our company structure, business model or internal organisation. For this reason we chose to reconfirm the stakeholders and material topics already reported in 2023, in line with the current reporting boundary.

By stakeholders we mean **all parties of interest**, that is, the counterparties that interact with Agos and that can influence – or be influenced by – our operations.

Material topics, on the other hand, represent **the ESG areas where our impact is particularly significant**, whether positive or negative.

Stakeholder analysis

In 2023 we took as reference the categories of stakeholders commonly considered relevant in the financial sector according to GRI guidelines or sector best practice, selecting the counterparties most relevant to our decision-making process and most impacted by our activities.

The confirmed categories include: People working at Agos, Shareholders, Affiliated Partners, Agents, Customers, Consumer Associations, Suppliers and the Public (understood as local communities and municipal administrations), Lenders and Authorities.

We did not include Supervisory Authorities among the categories – while acknowledging their central role – since their position on sustainability is set out in official documents, regulatory expectations and formal requests.

Every one of our policies, actions or strategic choices begins with a reflection on the impact it may have on our stakeholders.

The Group’s raison d’être – “Acting every day in the interest of customers and society” – guides and directs our strategy towards creating authentic, valuable relationships.

From our experience, trust emerges as one of the most strongly felt needs among the people representing the various stakeholder categories. Through their behaviour, they implicitly call on us for transparency, consistency and shared responsibility.

We foster structured opportunities for dialogue and engagement with counterparties in order to identify the most effective action plans to meet expectations, anticipating them where possible.



GRI 2-29

STAKEHOLDER ENGAGEMENT

Engaging stakeholders in an authentic, continuous manner is a priority: in this context, **surveys represent a strategic lever for listening and participation and a key tool for collecting opinions, perceptions and suggestions** from our people as well as from various external stakeholders, helping to build a constructive dialogue oriented towards improvement.

Their administration by independent external firms and anonymity in completion ensure transparent, reliable responses, offering valuable guidance to define concrete, targeted actions.

1. Agos people

Agos people represent a primary stakeholder because they actively participate in the company’s life and determine its success.

For this reason we pay attention to all key moments in the relationship, starting from onboarding. This process takes place through:

- a) Activities** designed to foster dialogue and sharing:
- In person: roadshows, “Lunch together”, “Let’s Celebrate” (celebrations for 20 and 30 years at Agos), site visits, Department Heads’ off-site meetings, general meetings.
 - Remotely: Call4All, ALT.

We believe that engaging with colleagues creates value because it offers the opportunity to develop new perspectives.

b) Online surveys: giving people a voice through surveys is now an established practice. In addition to extensive company climate surveys, we use this tool for a variety of purposes, including:

- Improving the Academy’s training curriculum
- Planning the cultural calendar for Agos Arte
- Surveying the sentiment after significant company events, such as Call4All or general meetings
- Involving people before the launch of major innovations (e.g. choosing the company name or a new rental product)
- Initiating discussions on sustainability issues, including through the Agos for Good Community

The findings emerging from these activities help us to guide choices and actions, with the aim of improving the organisation and increasing internal satisfaction.

More details are available in the chapter “Protection and well-being” >

2. Customers

To identify the needs of our customers we adopt a multichannel approach that combines digital tools and direct relationships. There are two main methods:

- **Surveys to fully understand the priorities of our customers.** Using structured questionnaires and digital listening opportunities we seek to identify their needs, expectations regarding our services and the level of satisfaction with their overall experience with Agos. The information gathered allows us to systematically analyse the various touchpoints and continuously improve processes, the offering and the relationship itself.
- **Branch meetings,** as for us direct contact remains a valuable lever. Face-to-face interaction makes it possible to capture nuances and immediate feedback, while also offering the opportunity to build a more personal and trusting relationship.

More details are available in the chapter “Fair and responsible treatment of customers” >

3. Consumer associations

Guided in our business by the commitment to act in the interests of customers and the environment, we habitually support and cooperate with Consumer Associations, recognising their active role in protecting rights.

In 2024 we renewed our conciliation protocols, offering an effective tool for resolving potential disputes even after complaint management, to which we always devote attention and care.

Together with the Associations we managed seven conciliations and organised **various education and information initiatives** with the aim of promoting awareness and consumer protection.

More details are available in the sections on “Consumer associations” > and “Complaints” >

DIALOGUE WITH TOP MANAGEMENT

In 2024, direct dialogue between management and Agos people across the country was strengthened through numerous opportunities for listening and engagement, creating valuable connections that reflect the needs of colleagues as well as those of customers and partners:

- **Road Show:** 29 meetings throughout Italy (in person and remotely) to share results, trends and strategic objectives of the “Next25” Plan
- **Lunch with the CEO:** informal dialogue between General Management and workers on company issues and future prospects
- **Let’s Celebrate:** events to promote key projects (e.g. Gender Certification, Sustainability Report, Automotive e-Commerce)
- **Career anniversaries:** 120 colleagues celebrated for their 20 or 30 years working at Agos
- **ALT and Department Heads’ Off-site:** cross-functional team initiatives and strategic alignment



GRI 2-28

MEMBERSHIP IN ASSOCIATIONS

We are members of the main trade associations, including **Assofin and Assilea**. Moreover, our Director of Legal Affairs & Corporate Sustainability sits on the Board of Directors of the **Financial Banking Conciliator** (*Conciliatore Bancario Finanziario*), while our Joint General Manager sits on the Board of Directors of the Credit Protection Consortium (*Consorzio Tutela del Credito - CTC*).

Listening to people’s needs is fundamental for us. For this reason we value every opportunity for dialogue and engagement, such as participation in the CSR and Social Innovation Fair, which we have continuously participated in since 2018. Organised at Bocconi University in Milan, the event is recognised as the main national event dedicated to sustainability and represents a privileged space for us to contribute to the spread of a culture of social responsibility.



In 2024, for the edition entitled **“Challenging contradictions”**, we actively took part in two topical roundtables:

- **“Reducing emissions towards carbon neutrality”**, in which we shared our approach to calculating and optimising Scope 3 CO₂ emissions.
- **“Employees, ambassadors of sustainability”**, where we illustrated the initiatives adopted to actively involve our people in promoting sustainable behaviour in everyday company life.

As in previous years, we renewed our membership of **Sustainability Makers** – The Professional Network and of Consumer’s Forum, to strengthen our participation in the main working groups on ESG topics.

Aware of the centrality of issues related to diversity and inclusion, in 2024 we confirmed our membership of:

- **Valore D (Value D)**
- **Parks – Liberi e Uguali (Free and Equal)**
- **ISSIM** – Istituto per il Servizio Sociale nell’Impresa (Institute for Social Service in Business)

We collaborated with these organisations in the development of various projects in the area of D&I and company welfare.

We are currently not members of national or international advocacy organisations.

4. Partners

Our aptitude for building partnerships based on mutual satisfaction also led us in 2024 to continue innovating products, procedures, processes and increasingly high-performing tools to be made available to our affiliated partners.

Listening made it possible to develop new initiatives, including the **test of a new product** and **the implementation of processes dedicated to the energy transition financing market**.

One example is the collaboration with **Crédit Agricole Italia** for the granting of credit transfers to our partners.

In the automotive sector, at the request of dealers we introduced changes to the **Trade Circle Management** product to better support the work of salespeople and facilitate customers’ planning of repayments.

EVENTS ALONGSIDE OUR PARTNERS

Like every year we actively participated in the most significant events in the sector and of the individual parent companies, accompanying our Partners in opportunities for dialogue, training and strategic vision.

- **Vehicle market**
 - Turin MIMO Motor Show – with partners SUZUKI and HONDA and dedicated stands
 - Suzuki Fest
 - 3 Honda Dealer Meetings
 - 2 Suzuki Dealer Meetings
 - Workshop and team building with Honda Auto dealers (Castiglione della Pescaia)
 - 5 Mobility Hub stages: dialogue with dealers and sharing Agos’s vision of the future market
 - 2 Mobility Industry events: Agos stand and presentation to the market
 - Automotive Dealer Day, Verona
 - 5 Suzuki Road Show stops – presentation of TCM renewals
 - 2 Assocamp dealer meetings
 - 4 OPTEVEN – Assocamp Road Show stops
 - Camper Show, Parma
 - Fit Your Camper, Como
 - EICMA
- **Green Market** (Financing to support the energy transition)
 - IBF – International Bike Festival
 - Key Energy
 - Suzuki Bike Day
- **Boating and Agricultural Machinery Market**
 - Mobility Forum, organised in collaboration with Be TheOne, as part of the process of ISO 20121 certification for sustainable event management
 - Nauticsud
 - Boat Show
 - EIMA – Agricultural Machinery
- **Home market**
 - Fuorisalone with Stosa Cucine

5. Suppliers

Like other stakeholders with whom dialogue is more immediate, we chose to build a relationship also with our suppliers that goes beyond the contract and the definition of service models. Our goal is to achieve a more open interaction based on listening and collaboration.

As in previous years, we conducted a **survey among counterparties with whom we maintain ongoing supply relationships** (over 12 months or for amounts above the defined cut-off), with the aim of detecting their level of satisfaction.

Furthermore, to explore sustainability issues even further, suppliers have access to a **regular newsletter** available in the “ESG Procurement” section of the portal. This space hosts updates, previews, events and information relating to the implementation of sustainability strategies by Agos and by Crédit Agricole Group companies in Italy.

In the same section they can share their sustainable projects with us or ask us questions about our initiatives.

We organise topical events such as **“Coffee with businesses”**, where we also address sustainability issues and share best practices.

6. Agents

We want every Agos customer, regardless of the channel chosen, to experience the same welcome, expertise and attention, whether in branches or in agencies.

To foster greater integration between networks, the Heads of the Direct Network (branches) and Indirect Network (agencies) alternated at the end of 2023, creating the conditions for new operational synergies.

A **wide-ranging daily listening process** brought out areas of strength and opportunities for development, which led to topical working groups on organisational, procedural and management aspects.

The most significant project was the development of the **intranet dedicated to Agents**, released in the first months of 2025, which provides structured access to tools, updates, information and ESG content.

During the year we **strengthened our training programmes**:

- In person on new products
- With targeted modules on the use of the web as a business lever

Furthermore, we shared our know-how in personnel management (recruitment, onboarding, training, incentives).

We continue to value the indirect network as an integral part of the organisation: in 2024 the Chief Executive Officer once again took part in the Agents’ General Meeting, and we repeated events such as the Roadshow and meetings dedicated to topics of interest. We believe that collaborating means growing together, to the benefit of Customers, Agents and Agos itself.

7. Local communities

Active participation in the local community is a tangible way to **generate shared value**. We have developed significant relationships in this sphere in two main areas:

- In the Bicocca district, where our Milan headquarters are located, we collaborate with other local companies through an active working group. This has allowed us to promote joint initiatives focused on solidarity and environmental protection.
See the sections on “Sustainable mobility” > and “Company volunteering” >
- Through the “Agos Parks” project we work in synergy with the public, municipal administrations and third-sector associations that use the spaces and take part in the Parks’ activities, with the aim of creating places of social interaction, well-being and inclusion.
See the “Parks project” paragraph >

In both cases, the starting point is always dialogue: we listen to the needs of local communities and regions to understand how Agos can authentically contribute, generating a positive impact in line with our sustainability strategy.

8. Municipal administrations

Municipal administrations are a key interlocutor, especially in projects that have a direct impact on the territory.

Among these, the Agos Parks urban regeneration project is particularly important, which we cover in the relevant chapter.

Collaboration with local institutions is essential to develop sustainable, shared and truly useful initiatives for the communities where we operate.

More details are available in the “Parks project” section >



GRI 3-1, 3-2, 3-3, 2-14

Analysis of the material topics

In 2023 the initial list of material topics was identified starting from the **SASB** and **MSCI** standards for the financial sector. This list was then related to **Crédit Agricole Group internal and external benchmark analyses** comparing the main competitors, and then **to the “Next25” Strategic Guidelines and the Sustainability Plan**.

The list was discussed in the Management Committee where the Department Heads evaluated the selected topics with respect to those that had been excluded in order to ascertain their consistency with the strategic objectives of Agos and the Crédit Agricole Group. They also combined and rationalised some topics to obtain the final list of eight.

For the first year of reporting we submitted a questionnaire to stakeholders in which we asked them to prioritise material topics on a scale of 1 to 5, where 1 means non-strategic and 5 means strategic.

With the members of our **Management Committee**, we performed **a materiality analysis with an impact matrix** in order to identify actual and potential, negative and positive impacts on economic and social aspects.

The involvement of stakeholders in the process of determining material topics took place indirectly through the tools and evidence that are already routinely used in the company:

- Surveys
- Net Promoter Score (NPS)
- Analysis of complaints
- Dialogue with consumer associations
- Employee surveys
- Market research and analysis, as defined by GRI 2-29

The identification of the **EIGHT MATERIAL TOPICS** set out in 2023, which fully define the company's ESG identity, was confirmed for 2024.



ENVIRONMENTAL TOPICS

- Responsible energy and emissions management
- Supply chain sustainability
- Financing to support the energy transition



SOCIAL TOPICS

- Fair and responsible treatment of customers
- Support for local communities and creation of shared value
- Protection, well-being and development of human resources



GOVERNANCE/ECONOMIC TOPICS

- Ethics and corporate governance
- Privacy and data security

Index	Getting to know Agos	Business and Sustainability	E Environmental Responsibility	S Social Responsibility	G Governance	Annex
Impacts	Type	Description	Capacity (0-5)			
ENVIRONMENTAL TOPICS						
RESPONSIBLE ENERGY AND EMISSIONS MANAGEMENT	Current Negative Potential Negative	The adoption of business practices aimed at reducing energy use and greenhouse gas emissions such as energy efficiency, the use of clean energy sources and compliance with environmental regulations to promote sustainability is an area of strategic importance in order to reduce the environmental impact directly and indirectly related to business operations.	4.2			
SUPPLY CHAIN SUSTAINABILITY	Current Negative Potential Negative	The topic refers to the responsible, long-term management of activities and processes in the procurement and distribution of goods and services, with the aim of minimising environmental and social impacts while ensuring the stability and resilience of the supply chain.	4.0			
FINANCING TO SUPPORT THE ENERGY TRANSITION	Current Positive Potential Positive	The offer of financing and personal loans and services for the purchase of reduced-impact goods represents a facilitation and thus a concrete support to accompany customers and partners in their energy transition, fostering a positive impact.	4.5			
SOCIAL TOPICS						
FAIR AND RESPONSIBLE TREATMENT OF CUSTOMERS	Current Negative Potential Negative	The topic indicates a business approach of treating customers fairly, honestly and respectfully, ensuring that their needs are adequately met at all stages of the relationship.	4.7			
SUPPORT FOR LOCAL COMMUNITIES AND CREATION OF SHARED VALUE	Current Positive Potential Positive	The topic refers to the practice of generating benefits for both the company and the society it operates in, aligning the company's objectives with those of external stakeholders such as customers, employees and the environment in order to promote shared and sustainable prosperity in the long term.	4.1			
PROTECTION, WELL-BEING AND DEVELOPMENT OF HUMAN RESOURCES	Current Positive Potential Positive	To ensure the achievement of business objectives, it is fundamentally important to protect the psychological and physical well-being of employees, their safety, recognising their value as a resource, as well as their personal and professional development.	4.5			
GOVERNANCE/ECONOMIC TOPICS						
ETHICS AND CORPORATE GOVERNANCE	Current Positive Potential Positive	The topic refers to the promotion of ethical behaviour and the creation of management and control structures within the company to ensure compliance with ethical standards, social responsibility and transparency in operations.	4.5			
PRIVACY AND DATA SECURITY	Current Negative Potential Negative	The protection of personal and corporate information from unauthorised access or misuse ensures that data is treated confidentially and protected, reducing the risk of cyber threats.	4.4			

ANALYSIS OF IMPACTS AND PREVENTION/MITIGATION ACTIONS

Material topic: RESPONSIBLE ENERGY AND EMISSIONS MANAGEMENT		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
ACTUAL: - Reduction of consumption - Lower environmental impact (Scopes 1-2) - Waste reduction	ACTUAL: As a company the following are unavoidable: - Electricity and gas consumption - CO₂ from employee mobility + travel - IT - Waste	- Sustainable mobility - Improved energy efficiency (Scopes 1-2-3) - Waste reduction - Green IT
Material topic: SUPPLY CHAIN SUSTAINABILITY		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
ACTUAL: - Foster and broaden the focus on sustainability - Encourage companies to become more virtuous in order to be more competitive - Reduce environmental impact - Improve workers' conditions and respect for their rights	POTENTIAL: - Indirect environmental impact (scope 3) - Violation of human rights	- Request registration on the Ecovadis Portal from all suppliers; exclusion from the tender in case of refusal for certain types of purchases - Inclusion of the Ecovadis score in the tender matrix - Staff training on sustainable procurement - ESG Risk Mapping in procurement - Publication of annual carbon footprint surveys with top suppliers to report Scope 3 emissions in a more timely manner, consistent with the sustainability reports published by this stakeholder category
Material topic: FINANCING TO SUPPORT THE ENERGY TRANSITION		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
ACTUAL INDIRECT: - Purchase of goods with reduced environmental impact and improved energy efficiency in private homes ACTUAL DIRECT: - Increased awareness of the customer's impact and simulation of corrective actions to reduce it POTENTIAL: - Circular economy	ACTUAL: Disposal of decommissioned assets, early disposal of working assets	- Partnership and product development - A sales network dedicated to products supporting the energy transition - Free Agorà Casa platform - Study of solutions to increase the circular economy and C2C business

(CONT'D)

Material topic: FAIR AND RESPONSIBLE TREATMENT OF CUSTOMERS		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
ACTUAL: - Better management of expenses through instalments - Support for the economy by facilitating procurement - Increased attractiveness to new high-quality customers - Retention of existing customers - Capital strength to contain risk	POTENTIAL: - Difficulties in sustaining repayment commitments - Low-quality customers - Increased risk	- Flexible products to remodulate loans as the customer's economic conditions change - Advice on contracts and credit policies to aid the customer in making informed choices and avoiding over-indebtedness - Prevention initiatives to support customers at every stage of the financing - Listening and finding solutions for customers at all stages - Complaint management - Social Financing
Material topic: SUPPORT FOR LOCAL COMMUNITIES AND THE CREATION OF SHARED VALUE		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
ACTUAL: - Support for community social projects - Support of third-sector companies and non-profit organisations - Municipal administrations - Contribution to young people's education and awareness of financial management and integration into the working world - Support for the introduction of fragile individuals into the working world - Employee pride and increased attachment to the company	POTENTIAL: - Declining ability to attract new talent - Drop in employee engagement	- Brand urbanism with the Agos Parks project - Financial education and work-study programmes - Volunteering and participation in sports initiatives for inclusion purposes - Economic support and donations

(CONT'D)

Material topic: PROTECTION, WELL-BEING AND DEVELOPMENT OF HUMAN RESOURCES		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
ACTUAL: - Improvement of the skills of employees with increased employability - Increased awareness of sustainability issues - Greater inclusion and promotion of diversity - Employee prevention, health and well-being - Employment and consequent economic stability - Skills for employees through both personal and professional training - Distribution of economic value (production bonus)	POTENTIAL: - Gender gap - Gender pay gap - Talent drain - Stress absenteeism and no welfare policies - Resignations	- Training, development, autonomy and empowerment of people: - Managerial culture change project - Relational model - Skills survey - Agos Academy - Working Smart 2.0 - Performance review with managerial and employee commitments as objectives - The PEOPLE programme - Protection of diversity and promotion of equality: - D&I Officer - New professional position - Women in managerial roles - D&I month - Caregiver Policy - Gender Equality Certification UNI/PdR 125:2022 - Roll-out of the Queesy Project - Counselling for Agos Wond(h)er community members - Scholarships for STEM Master's degrees at La Sapienza University of Rome and La Statale University of Milan - Benefits: - Laundry and car wash services on site - Intranet section with over 60 benefits - STEM scholarships for employees' children - Employee health and well-being: - LILT campaigns for free preventative visits - Vaccine campaign - Extension of paid leave for caregiver employees - IMR: survey and recovery plan

(CONT'D)

Material topic: ETHICS AND CORPORATE GOVERNANCE		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
ACTUAL: Employees: - Trust in a responsible, fair and solid employer - Confidence in a clear, transparent definition of roles, conduct and rules to be followed - Attracting talent - Improved satisfaction, thereby creating engagement and attachment to the company Customers: - Trust and perception of reliability - Attractiveness to lenders - Attract new quality customers	POTENTIAL: - Corruption - Fraud - Unfair commercial practices towards competitors and customers - Economic losses - Weakened reputation - Talent drain resulting in loss of expertise - Employee employment instability	- Organisation Model, Code of Ethics, Code of Conduct, policies - Mandatory training for employees and business partners - Organisation by proxies and powers of attorney - Three-level system of internal controls - Disciplinary system - New ESG governance - Women in top management - Integration of climate and environmental risks into the risk framework - ESG KPI reporting - ESG training - Board Committee
Material topic: PRIVACY AND DATA SECURITY		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
ACTUAL: - Third parties (customers, suppliers, partners, employees) can benefit from our strict focus on the issue (Agos's good reputation is favourable to third parties) - Reliability of Agos with respect to data protection of all stakeholders thanks to strict management and protection policy - Service continuity even in the case of negative events	POTENTIAL: - Cyber attacks with data loss and privacy breaches - Economic and reputational impact - Mistrust of stakeholders	- Security policy approved by the BoD, extensive system of procedures - Operating manuals, standards, guidelines kept constantly updated and approved by the Executive Board - Establishment of a specific committee to govern security and business continuity - Earn ISO/IEC 27001 certification - Evolution of the third-party control model - Data protection: defined procedural governance of supervision, monitoring and surveillance - Mandatory training modules for employees and third parties that Agos cooperates with, both in the field of data protection and information security - Periodic information security risk analysis - Information security, business continuity and data processing control plan - Annual review of the "Business Continuity Plan" - Integration of specific scenarios, such as an energy crisis, into business continuity plans

Economic value created and distributed

GRI 2-6

Background analysis

After years characterised by high levels of inflation, 2024 showed signs of gradual stabilisation. The fall in energy prices led to a sharp deceleration in the household expenditure deflator, which stood at +1.1% compared to +5.1% recorded in 2023.

The labour market remained substantially stable, with the unemployment rate at historic lows. The growth of Italian GDP was driven mainly by the gradual increase in domestic consumption (+0.7%) and the recovery of foreign demand. Investments recorded a slight overall contraction of 0.2% despite significant growth in public investments, which thanks to the NRRP increased by around 20%.

COMPOSITION OF PRODUCTION

Agos Ducato	2024 Volumes (€ bn)
Personal loans	4.3
Cars and motorbikes (includes business vehicles)	1.3
Other targeted loans	1.5
Salary-backed loan	0.2
“Interest-bearing” credit cards	0.5
Total interest-bearing consumer credit	7.8

In this scenario, the consumer credit market showed a return to growth in 2024. According to Assofin data, volumes of “performing” consumer credit increased by +7.5% compared to 2023. If credit cards with full balance payment are also included (which Assofin considers in its scope although they do not involve recourse to credit), the overall increase was +5.8%.

Agos closed 2024 with **interest-bearing production** of €7,780 million, **up +2.8%** compared to the previous year.

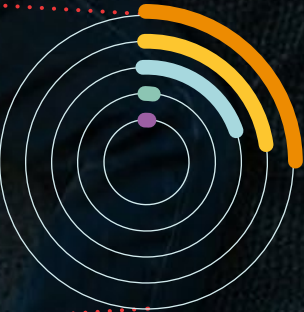
The interest-bearing market share stood at 13.9%, **down 0.6 percentage points** compared to 2023.



30.3%
Economic value retained



69.7%
Economic value distributed



- 25.17%** Suppliers
- 22.66%** Employees, staff and associates
- 20.81%** Shareholders
- 1.0%** Central and local administration
- 0.1%** Community and environment

GRI 201-1

STATEMENT OF VALUE ADDED (thousands of euros)		Value
10.	Interest income and similar income	€ 1,546,154
20.	Interest expenses and similar charges	€ -831,835
40.	Fee and commission income	€ 159,638
50.	Fee and commission expense	€ -49,629
70.	Dividends and similar income	€ 0
80.	Net trading result	€ 0
90.	Net hedging result	€ 105
100.	Profits (losses) on disposal or repurchase of	€ -5,561
-	a) financial assets measured at amortised cost	€ -5,561
-	b) financial assets measured at fair value through other comprehensive income	€ 0
-	c) financial liabilities	€ 0
-	I) receivables	€ 0
-	II) financial assets available for sale	€ 0
-	III) financial assets held to maturity	€ 0
-	IV) financial liabilities	€ 0
110.	Profits (losses) on other financial assets and liabilities measured at fair value through profit or loss	€ 0
-	a) financial liabilities designated at fair value	€ 0
-	b) other financial assets mandatorily measured at fair value	€ 0
130.	Net losses/recoveries for credit risk associated with	€ -223,428
-	a) financial assets measured at amortised cost	€ -223,428
-	b) financial assets measured at fair value through other comprehensive income	€ 0
-	I) receivables	€ 0
-	II) financial assets available for sale	€ 0
-	III) financial assets held to maturity	€ 0
-	IV) other financial transactions	€ 0
140.	Profits (losses) on changes in contracts without derecognition	€ 275
200.	Other operating income/expenses	€ 38,502
220.	Profits (Losses) on equity investments (for the portion of gains/losses from sale)	€ 0
250.	Profits (losses) on disposal of investments	€ 0
290.	(Loss) from discontinued operations after taxes	€ 0

A. TOTAL ECONOMIC VALUE GENERATED		€ 634,221
160.	b) Other administrative expenses (net of indirect taxes and donations/gifts and provisions for termination and deposit guarantees) (-)	€ 159,646
ECONOMIC VALUE DISTRIBUTED TO SUPPLIERS		€ 159,646
160.	a) Personnel expenses (-)	€ 143,770
ECONOMIC VALUE DISTRIBUTED TO EMPLOYEES, STAFF AND ASSOCIATES		€ 143,770
-	Profit distributed to shareholders	€ 132,000
ECONOMIC VALUE DISTRIBUTED TO SHAREHOLDERS		€ 132,000
160.	other administrative expenses - indirect taxes and duties (-)	€ 5,425
160.	b) other administrative expenses - provisions for termination and deposit guarantees (-)	€ 0
270.	Income taxes for the year (share of current taxes, tax change, tax reduction)	€ 635
ECONOMIC VALUE DISTRIBUTED TO CENTRAL AND PERIPHERAL ADMINISTRATIONS		€ 6,060
160.	b) Other administrative expenses - donations and gifts (-)	€ 663
-	Profit assigned to the charity fund	€ 0
ECONOMIC VALUE DISTRIBUTED TO THE COMMUNITY AND ENVIRONMENT		€ 663
B. TOTAL ECONOMIC VALUE DISTRIBUTED		€ 442,139
170.	Net provisions for risks and charges	€ -14,366
-	a) commitments and guarantees given	€ 1,299
-	b) other net provisions	€ -15,665
-	Net provisions for risks and charges	€ 0
180.	Net write-downs/write-backs on tangible assets	€ 15,370
190.	Net write-downs /write-backs on intangible assets	€ 37,429
220.	Gains (Losses) on equity investments (impairment/revaluation, adjustments/ reversals, other charges/income)	€ -122
230.	Profits (losses) of fair value valuation of Property and Equipment and intangible assets	€ 0
240.	Goodwill impairment (-)	€ 0
270.	Income taxes for the year (share of change in deferred tax assets and liabilities)	€ 96,167
-	Profit allocated to reserves	€ 57,603
C. TOTAL ECONOMIC VALUE RETAINED		€ 192,082

“ Achieving such a significant reduction in emissions is only possible thanks to a systemic, shared approach, not through isolated actions. ”

Marco Clarizia

*Head of Real Estate and General Services –
Head of Carbon Footprint and Mobility Manager*

“ And now our task is to go beyond our company boundaries, increasingly involving suppliers, customers and local areas in a transformation that concerns everyone. ”

Cristian Seddone

*General Services Process Specialist –
Focal point for carbon footprint issues*

DIALOGUE no. **3**

Environmental Responsibility

PILLAR E

Commitment to environmental protection

At Agos we aim to concretely reduce our environmental impact, contributing to the fight against climate change. Both the sustainability plan and the strategic guidelines of the Next25 Medium-Term Plan include the goal of reducing CO₂ emissions by 25% by 2025 and by 50% by 2030 compared to 2019 levels, with the ultimate goal of carbon neutrality by 2050.

The initiatives are framed within five action areas:

- 1. ENERGY EFFICIENCY
- 2. SUSTAINABLE MOBILITY
- 3. WASTE REDUCTION
- 4. SUSTAINABLE SUPPLY CHAIN
- 5. GREEN IT

GRI 3-3

We act in a measurable, responsible way both directly and through our supply chain to **reduce our carbon footprint** in Scopes 1, 2 and 3.

Through specific training and communication initiatives on environmental issues, such as the carbon footprint and Green IT, **we have strengthened the involvement of staff at all levels**. These training sessions made it possible to increase awareness and translate the skills acquired into more sustainable behaviour, consistent with the objectives set.

Each year we monitor environmental indicators and define an **action plan** aimed at optimising resources and reducing emissions, which is validated by the Sustainability Committee. In detail, **individual initiatives are assessed on the basis of a cost/benefit approach**, taking into account the expected environmental benefits, according to the green business case model agreed upon at the start of the plan.

To this end we act on the levers of **sustainable mobility, reduced consumption** and **limitation of waste**, including through reuse and recycling, as further described in the following chapters.

To reduce the negative impacts associated with the inevitable consumption of electricity, we have continued to source only from **suppliers providing energy produced 100% from renewable sources**.

For the **Energy Sobriety Plan** the temperature management policy was approved by senior management and shared with all employees.

Consumption and deviations from the target temperatures set by internal policies are monitored through **dedicated reporting** to promptly identify any inefficiencies or need for action.

As part of the Energy Sobriety Plan we have also:

- **Installed solar films in 55 branches** to improve thermal comfort and energy efficiency. The initiative was implemented after the presentation of the results of the test carried out in 2023 on the Bergamo branch to the sustainability committee.
- **Self-produced 25,091 KWh/year of clean energy** through the photovoltaic system installed at the Lucca site.
- **Collected information on the commuting preferences of colleagues** using the Commuting Travel Plan survey, thus obtaining information useful for defining the most effective actions to implement.

- **Reduced emissions generated by business travel**, also as a result of the green travel policy, with a decrease in emissions per km of around -18% v 2023.
- **Continued the migration of the company fleet to lower impact vehicles**, with completion expected by 2025.

Overall, the initiatives included in the Sustainability Plan contributed to a reduction of AGOS's total emissions of -48.6% compared to the 2019 baseline.

-48.6%
global emissions
v 2019 baseline



Energy efficiency and emissions

GRI 302-1

Energy consumption within the organisation	Value	Value in GJ
Consumption of natural gas	788,607.4 kWh LHV	2,838.99
For heating ⁽¹⁾	788,607.4 kWh LHV	2,838.99
Electricity consumption purchased	4,170,767.65 kWh	15,014.76
Purchased electricity (from non-renewable sources) from third parties	0.00 kWh	0.00
Purchased electricity (from renewable sources) from third parties ⁽²⁾	4,170,767.65 kWh	15,014.76
Total self-generated electricity	25,091.80 kWh	90.33
- of which produced from renewable sources (e.g. solar panels)	25,091.80 kWh	90.33

(1) (2) Increase v 2023 due to the calculation method: in 2023 electricity, natural gas and water from the Milan office were included under “purchases of goods and services” as they were counted in condominium charges. In 2024, for greater transparency and a more detailed view, we allocated them to the individual consumption items.

GRI 305-1, 305-2, 305-3

Direct and indirect emissions (SCOPES 1, 2 and 3)	Values in tCO ₂ eq
Natural Gas	192.29
Refrigerants ⁽³⁾	9.70
Transport – business travel ⁽⁴⁾	1,604.29
SCOPE 1	1,806.27
Electricity ⁽⁵⁾	1,380.45
SCOPE 2	1,380.45
Purchases of goods and services ⁽⁶⁾	12,898.06
Transport - commuting	656.71
Capital goods	2,623.61
Transport - couriers ⁽⁷⁾	7.28
Waste	41.17
Use of products sold	0.00
SCOPE 3	16,226.83
Total	19,413.55

(3) Up v 2023 due to maintenance and recharging of air conditioning systems.
(4) Down v 2023 – We acted on business travel and territorial coverage rules to limit company km and renewed the expiring car fleet, favouring lower impact vehicles.
(5) Down v 2023 – The reduction is attributable to an update of the emission factor.
(6) Down v 2023 – We worked hard to reduce purchases, expanded the scope of suppliers allowing us to collect their data and therefore calculate their emissions more accurately, and updated the ADEME calculation factors.
(7) Down v 2023 – We streamlined the use of couriers and acted on dematerialisation.
(8) Increase v 2023 – Due to counting of materials generated during branch refurbishment and warehouse cleaning.

GRI 305-4

GHG emissions intensity	Value
Parameter Employees	1,986
Scope 1 + Scope 2 - Location-based	3,186.72 tCO ₂ eq
Emission Intensity (on employees) - Scope 1 + Scope 2 Location-based	1.6046

GRI 301-1

Materials used	Weight
Printer paper ⁽¹⁾	2,006.29 Kg
Other office paper ⁽²⁾	13,707.65 Kg
Paper for communications (a) (FSC and PEFC) ⁽³⁾	351,400.00 Kg
Paper for communications (b) (mixed FSC and NO FSC) ⁽⁴⁾	6,973.85 Kg
Drinking water bottles	788.63 Kg
Plastic cups	0.00 Kg
Paper cups	504.00 Kg
Total materials used	375,379.80 Kg

(1) (2) Decrease v 2023 – Employee awareness campaigns to print only when strictly necessary and dematerialisation processes led to a significant reduction in office paper consumption.
(3) (4) Decrease v 2023 – The increase in communications sent through the online customer area significantly reduced paper consumption.



Sustainable mobility

One of the cornerstones of environmental sustainability in our sustainability plan concerns the promotion of sustainable mobility, starting with the means of transport used by our people both for commuting and for business trips.

In order to identify increasingly efficient travel solutions, for years we have taken part in a **discussion group with Bicocca University**, the mobility manager of the **Municipality of Milan and other companies**.

In 2024 initiatives continued to discourage the use of the most polluting vehicles: **discounts on local public transport and bike sharing subscriptions** were confirmed and **free charging infrastructures for electric vehicles** remain available to all employees at the Milan GreenLife280 and Lucca offices.

The KPI relating to the percentage of **lower impact company cars** reached 87%, in line with the target set, with completion expected by 2025.

Our Agos for Good Community helps spread awareness of sustainability objectives and implement them through initiatives that promote awareness and active participation. In this perspective, during European Sustainable Mobility Week it instituted **“Car-less Day”**, joining the 14th edition of Legambiente’s “Giretto d’Italia” initiative. The aim of this initiative was to **promote the use of bicycles and electric micromobility** (unicycles, scooters, bicycles, mopeds, hoverboards, segways) **for commuting**.

Thanks to the Arcadia company app, it was possible to track the results of the initiative in view of systematic programming in 2025.



-18%
emissions per km
of business travel



Waste reduction

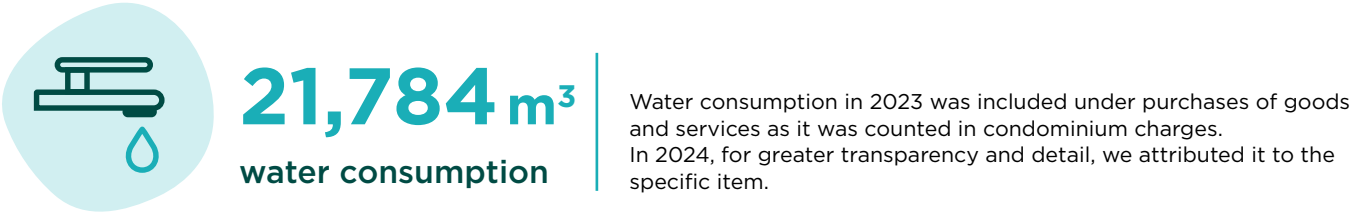
Water management

GRI 303-1, 303-5

At the Milan and Lucca offices the initiatives launched in previous years remain active, aimed at promoting the conscious, responsible use of water resources and reducing single-use plastic consumption.

For example, **taps with photocells** installed to optimise water supply and reduce waste remain in operation.

Moreover, water dispensers connected to the water mains continue to be used, accompanied by the distribution of **aluminium bottles** to staff.



GRI 306-1

Waste management

In all our offices we separate waste, equipping the properties with dedicated bins and posting information on the relevant regulatory and operational specifics. The definition of such informative materials was carried out with the support of colleagues located throughout the country.

The carbon footprint calculation model agreed with the Parent Company also takes into account the **measurement of waste produced**. At the Milan and Lucca offices measurements are made periodically with the contribution of cleaning staff and the Facility team. For local offices a representative sample of branches was identified, selected on the basis of geographical area and size, for which the waste produced is periodically weighed.

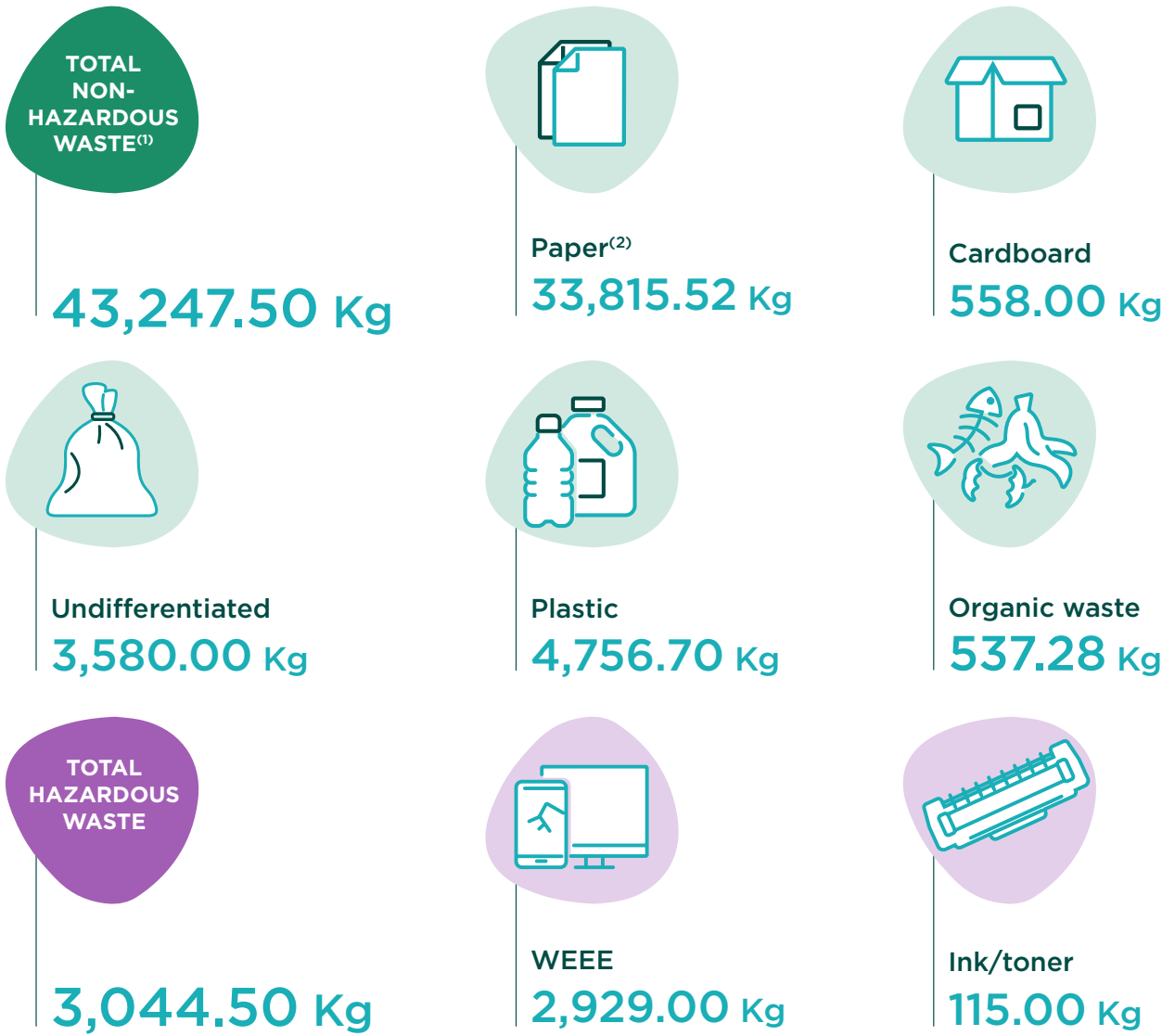
In anticipation of a broader application during 2025, in the last months of 2024 **testing was launched for an innovative AI-based waste separation system**: installed at the reception of the Milan office, the intelligent bin can recognise and automatically sort waste into the correct containers, while also calculating the CO₂ potentially saved. The system will enable us to monitor the environmental benefits deriving from virtuous, conscious behaviour.

GRI 306-2, 306-3

To reduce the environmental impact generated by waste production, over time we have implemented a series of measures – still in force – integrated into operational processes. At the Milan office, for example, advance booking of office attendance and controlled access to the company canteen make it possible to **align meal production with actual attendance, limiting food waste**. Any meals that are not consumed are then donated to the **Food Bank**, thus also contributing to social goals.

There are numerous “second life” initiatives to reduce waste, such as **donating furniture** from renovated or relocated branches, **extending the useful life** of IT equipment and company cars, with contracts for the latter extended to 60 months.

These initiatives promote the reduction of technological and logistical waste, fostering a more efficient use of resources.



(1) and (2) The increase was mainly due to the inclusion of waste produced by renovated/relocated branches in the calculation, which expanded the base of reference and increased the total volume considered.

Supply chain sustainability

GRI 3-3

To integrate sustainability into procurement practices, we have introduced a set of KPIs dedicated to sustainable purchasing, which are continuously monitored. The goal is to promote transparency and responsibility throughout the supply chain.

To strengthen expertise in the field, we organised **specific training for buyers and all co-workers involved in purchasing processes**, aimed at raising awareness of the importance of integrating ESG criteria in supplier selection.

There were three modules:

- Impacts of the CSRD on the procurement function
- Life cycle analysis in Sustainable Procurement
- Life cycle analysis for catering and event organisation

As confirmation of our overall commitment, we received **a score of 72/100 from Ecovadis, earning a Silver medal (Top 15%)** in the certification made official in January 2025.



In calls for tenders we require suppliers to complete the **Ecovadis survey**, which is **included in our evaluation matrix**. Furthermore, we administer **specific ESG questionnaires depending on the product category**, and for some specifications envisage environmental requirements and certifications (e.g. for tenders relating to cleaning or printer rental). Supplier contracts contain social and environmental clauses to safeguard shared responsibility.

To measure and address impacts along our supply chain **we carry out an annual survey on the carbon footprint** addressed to an increasing number of suppliers. This tool **allows us to make our reporting of Scope 3 emissions more accurate**, consistent with the sustainability reports of suppliers.

We successfully passed the annual surveillance Audit by Bureau Veritas for **ISO 20400 certification** on Responsible Procurement, earning **a score of 2.4 out of 3** compared to 2.2 the previous year.

This result confirms our process of continuous improvement and constant focus on identifying and implementing concrete sustainability actions in the supply chain.

For Agos and the other Crédit Agricole Group companies in Italy, **DOXA**, an external company specialised in market surveys, conducted a **survey structured into three areas**:

- Suppliers' perception of ESG issues
- The quality of the relationship with the procurement function (both with buyers and with respect to processes)
- Space for suggestions and proposals for improvement

The results of this survey and the monitoring of KPIs relating to sustainable procurement led to the identification of some actions with respect to the following items:

- Percentage of revenue from suppliers certified by Ecovadis
- % of invoices paid on time
- % of economic dependence on individual suppliers

We maintain a constantly updated channel on the Supplier Portal, where we publish newsletters focused on environmental, social and regulatory matters.

GRI 204-1

PROPORTION OF SPENDING ON LOCAL SUPPLIERS	VALUE
Local expenditures	€ 151,802,672.00
Total annual expenditures	€ 172,404,150.00
Percentage of local expenditures	88.05%
Geographical perimeter of the local organisation	Italy

The boundary relating to the sits of significant operations is the entire company: the two offices in Milan and Lucca, the branches located throughout the country and the internal debt collection centres.

GRI 308-1

NEW SUPPLIERS SCREENED USING ENVIRONMENTAL CRITERIA	VALUE
Total new suppliers	63
New suppliers that were screened using environmental criteria	12
Percentage of new suppliers that were screened using environmental criteria	19%

GRI 414-1

NEW SUPPLIERS SCREENED USING SOCIAL CRITERIA	VALUE
Total new suppliers	63
New suppliers screened using social criteria	12
Percentage of new suppliers that were screened using environmental criteria	19%

Methodological note: "Total new suppliers" refers to suppliers registered on the procurement portal with an ongoing relationship with Agos of more than 12 months or revenue above a specific cut-off that did not invoice Agos in 2023.

For the calculation, suppliers publishing a sustainability report or certified by Ecovadis were considered.

Green IT

We pay particular attention to our choices when it comes to technology.

To this end, in addition to the measures implemented in previous years, in 2024 we launched a structured programme with the aim of combining technological innovation and sustainability.

In addition to initiating a study aimed at a more accurate measurement of the impact of our IT suppliers, we launched work on the “10 Commandments of Green IT”, which will be formalised in 2025 as an internal reference to promote habits related to the use of digital technology aimed at reducing environmental impact.



Financing to support the energy transition

GRI 3-3

Promoting the transition to more sustainable consumption models, with particular regard to mobility and the upgrading of buildings, is a strategic lever for us because it allows us to contribute indirectly to the reduction of CO₂ emissions and to provide customers and partners with solutions to finance their needs while reducing environmental impact as much as possible.

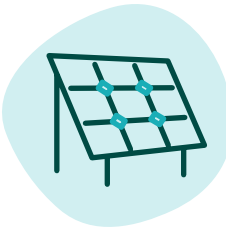
To identify sustainable production we refer to the EU taxonomy, but also to the commercial objectives of the CA PFM Group and our own internal reflections.

Our basket therefore includes electric or low-CO₂ emission cars and motorcycles, solar panels, but also hybrid cars, boilers and heat pumps, windows, as well as both electric and traditional bicycles, and personal loans dedicated to improving the energy performance of customers’ homes.

The production disbursed for these loans supporting the energy transition amounted to €644.7 Mn in 2024, equal to **+9% v 2023**, on a comparable boundary.

We monitor production on a monthly basis through dedicated dashboards, whose data is presented to the Sustainability Committee and other decision-making bodies, including at the Group level.

For more details see pages 84-85-86 of the 2023 ESG Report.



Financing to support the energy transition
€644.7 Mn
+9% v 2023

Loans supporting the energy transition generate both economic benefits (supporting customers in the purchase of lower impact goods that usually have a higher entry price compared to traditional ones, e.g. electric cars) and environmental benefits (in the case of goods with technologies that reduce CO₂ emissions like solar panels, windows, heat pumps, etc.).

Moreover, the “old” asset replaced can re-enter circular economy circuits – with a positive actual impact – if redistributed to a new owner. Conversely, if disposed of, it generates an increase in waste – thus representing a negative actual impact.



PHOTOVOLTAIC PLANT
CAPANNORI SITE (LUCCA)

The positive impacts extend to people, promoting a cultural shift towards more conscious consumption models. To amplify this effect, on our website we provide consumers – whether Agos customers or not – with the **AgoràCasa tool** to carry out free, simple and secure simulations on the improvement of energy class achievable through a series of upgrading works on their property.

We are aware that lending can push consumers to prematurely replace the goods they purchase. For this reason we are developing alternative financing formulas, also for second-hand goods, and we are testing solutions to foster C2C trade – from Consumer to Consumer.

Agos
insights

From the 2024 Agos Insights Observatory, now in its third edition, it emerged that consumers and families are asking to share responsibility and no longer only financial support with respect to the strong economic impact of the energy transition.

In fact, Italians expect support both in terms of assistance in analysing the various opportunities and through the streamlining of processes and procedures to access, for example, tax benefits more easily, given that the economic aspect always plays a key role in guiding sustainability choices.

Aware of this need, we strengthened the training of our sales network through a programme structured on two levels: on the one hand the training of Experts, on the other the launch of cross-cutting courses open to the entire company workforce.

Specifically, the following were provided:

- 717 hours of training on Green Financing (294 people).
- 48 hours of training in collaboration with Assofin (13 participants).
- The Climate Fresco course (1,032 hours provided to 345 people).
- The Sustainability in Agos course (691 hours provided to 345 people).
- The Sustainable Procurement course, dedicated to the procurement function (253 hours provided to 28 people).

DIALOGUE no.

4

Social Responsibility

PILLAR S

“ When we talk about social responsibility, we are not just referring to external projects: it all starts with how we treat the people we work with. ”

Roberta Gandini

*Internal Communications & Institutional Relations -
“A tu per Tu” project manager*

“ Yes, inclusion, well-being, training and real support are part of our culture. And this is also reflected in the way we interact with the communities around us. ”

Alessandro Viggiani

*Business Communications Leading Manager -
“A tu per Tu” project manager.*

The approach to people and society

In line with what has already been expressed throughout this document, a commitment to people and society represents one of the fundamental pillars of our strategy. Our daily operations are inspired and guided by the *raison d'être* of the Crédit Agricole Group: “Act every day in the interest of customers and society”.

At Agos, being close to people means recognising the needs of customers, communities, social partners and employees, and responding to them through initiatives that aim to generate positive impact, fairness and participation, and that translate into a tangible commitment to the local area, with the aim of contributing to shared and sustainable growth.

Fair and responsible treatment of customers

GRI 3-3

Our daily operations are inspired by respect for and centrality of the customer throughout the entire life cycle of the relationship. We operate with tools dedicated to data protection and fraud prevention, we handle complaints with care and timeliness and we adopt specific measures to preserve the creditworthiness of those who rely on us. In exceptional situations, such as natural events with a strong impact, we activate extraordinary solutions to ensure continuity and support.

For us, providing access to credit means **enabling people to manage their family budget more evenly**, spreading the total expense over time. This translates into a dual value: on the one hand we concretely support customers’ needs, on the other we contribute to stimulating the real economy.

In 2024 we introduced tools designed to facilitate greater inclusivity, including:

- **A scoring grid dedicated to younger customers**
- **An extension of the maximum financeable age**
- **The use of open banking** for a more accurate creditworthiness assessment

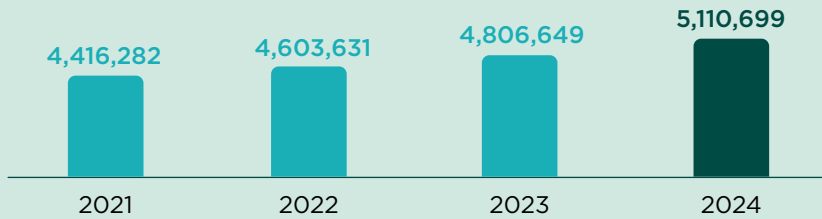
We pay particular attention to new generations, not only by facilitating their access to credit but also by supporting them with initiatives of education and awareness, including in the financial field.

We recognise the importance of our social role, and each process is developed to prevent or mitigate any direct negative impacts already from the design stage.

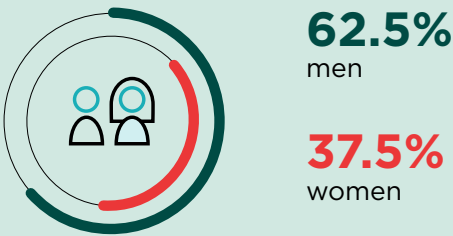
Who are our customers

TOTAL “ELIGIBLE” 2024

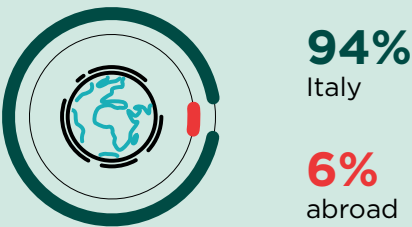
Customers with a current loan or concluded for a period of less than 36 months



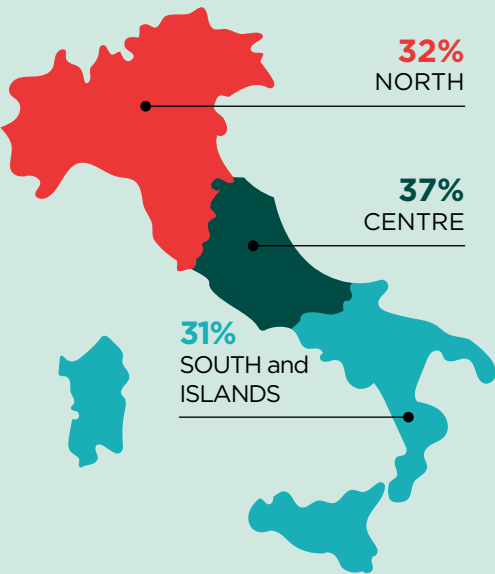
Gender



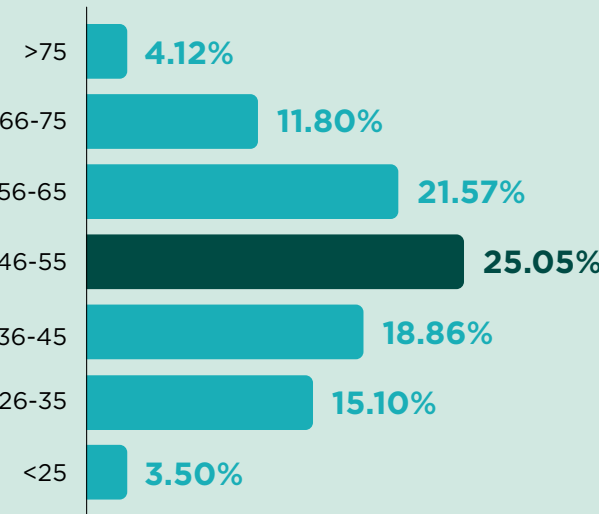
Origin



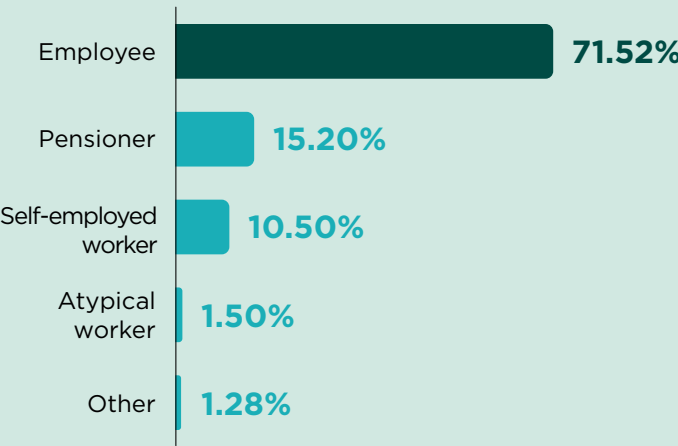
Geographical area



Age group



Assets



Customer feedback

GRI 2-29

Customer satisfaction is a key element in giving substance to our commitment to “put the customer at the centre”. This expression sums up our determination to build relationships based on listening, closeness and constant attention to people’s needs.

We believe that “knowing how to listen” is an essential factor in truly understanding customer needs. For this reason we measure both customer satisfaction and their willingness to recommend our brand through the **Net Promoter Score (NPS)**, by means of:

- **Monthly surveys:** using 12 surveys and over 70,000 interviews we measured our NPS at the various stages of the relationship, with a result that was **3.3 points higher than in 2023**. For 2024, in addition to the acquisition, after-sales and collection stages, we also included the prevention stage in the calculation of the NPS.
- **Annual surveys** to assess customers’ willingness to recommend Agos and its competitors:
 - One survey by **IPSOS** within Crédit Agricole Consumer Finance - CA PFM: on a sample of 300 customers, our result showed an **increase of 11 points** compared with the previous year.
 - Another survey by **KANTAR** covered all of Italy: the 600 respondents returned an appreciation value that was **stable** compared with the past and consistent with the market benchmark.

The 2024 surveys will serve as a compass for identifying the areas to focus our efforts on and also for setting the NPS improvement target for 2025.

In 2024 we adopted a new tender protocol that led to the replacement of 2 out of 5 BPO (Business Process Outsourcing) service providers.

For us it is **crucial that the customer is managed according to high standards even when the relationship is intermediated**. For this reason, the service levels required of Contact Centres have been raised even higher. Among the contractualised requirements, in addition to raising the NPS target, we introduced a financial incentive that call centres will only receive if they exceed a particularly challenging threshold of that indicator, which covers two types of surveys: one concerning satisfaction with the service and the other based on the level of recommendation.

This assessment is collected in real time upon completion of customer management. The performance of external telephone operators is also constantly monitored through KPIs relating to customer waiting times.

In terms of process, we differentiated the way calls are managed depending on the type of product in order to further improve the customer experience.

The Quality Team within the Customer Care & External Management structure is responsible for training external Contact Centres through in-person and remote sessions, support and the monitoring of skills.

To make learning more effective and lasting, and to increase participants’ attention and involvement, we experimented with a gamification method using an IT tool that makes it possible to check skills both during the classroom session and through subsequent tests. Dynamically checking knowledge of the topics covered has the advantage of making the learning process more interesting, leading to more in-depth and quicker preparation. It also enables us to identify shortcomings from the outset and address them, thus preventing complaints or procedural errors.

Consumer associations

GRI 2-29

Collaboration with these organisations represents a valuable channel of dialogue, providing **an additional perspective on customers’ needs and sentiment**.

The dialogue does not end with conciliation committees. Indeed, the most effective form of protection for consumers is the **prevention of disputes**.

Thanks to targeted information and training initiatives, customers acquire the skills needed to make informed and safe choices, creating mutual benefits.

Guided by this conviction, **we developed multiple projects in partnership** with consumer associations, addressing specific issues depending on the audience:

- **Financial education**, to help understand and evaluate the basic elements of different financial products, from how they work to comparing offers:
 - 2 webinars (106 participants)
 - 1 in-person meeting with 90 young people under 19

- **Credit supporting the energy transition**, providing an overview of market opportunities in a context that is increasingly focused on energy sobriety, with a focus on greenwashing and how to identify it to protect oneself against bad actors:
 - 1 webinar (134 participants)
- **Rights and duties in credit:** a simple yet comprehensive overview of concepts to help the customer deal with all stages of financing with awareness and support their financial commitment:
 - 1 webinar (156 participants)
- **Policies related to credit:**
 - infographics (843 views)
- **Financial literacy**, as a tool for managing and planning finances, for both expenses and savings:
 - 1 podcast (2,346 listens).



Complaint management

GRI 2-16, 3-3, 2-25, 418-1

We also consider complaints to be an essential tool for listening to and engaging with customers, as well as for continuous improvement.

A complaint can be submitted through various channels listed in the relevant section of the Agos corporate website, where full information on the relevant procedures can also be found, in compliance with the Bank of Italy’s provisions on transparency of banking and financial services – fairness in relations between intermediaries and customers (Section XI, para. 3).

By analysing the causes behind the complaints we are able to identify the causes of our customers’ dissatisfaction and thus implement optimisation actions where possible. In order to identify any disputes related to sustainability issues, since 2023 we have included an assessment of complaints also based on ESG criteria.

Complaints are analysed in interfunctional committees to identify and encourage structural improvements. The effectiveness of complaint management is monitored through specific KPIs, including the timeliness of responses.

The complaints handled in 2024 totalled **3,725**, of which:

- **3,638** relating to banking operations, products and services, or to reports to the Central Credit Register (CR) or the Interbank database of cheques and payment cards (CAI), falling within the scope of the ABF (as an out-of-court dispute resolution system).
- **87** exclusively concerning insurance distribution, and therefore dealt with in accordance with the IVASS Regulation.

In addition:

- **88** appeals were received from the ABF
- **193** reports were forwarded by the Bank of Italy
- **22** by IVASS
- **4** by the Italian Privacy Authority

The efficiency of the process is reflected in an **average response time of 20 days**, dropping to **15.1 days** for customers who contacted us **without support from consumer associations or lawyers**, much faster than the maximum time required by the Bank of Italy.

In this regard, given that a court dispute with an unfavourable decision for the customer not preceded by a complaint entails costs that could have been avoided by contacting us directly, we promote direct dialogue as the first choice, as recommended by the Bank of Italy itself.

[🔗](#) you-should-know

In a section of the Agos corporate website dedicated to social responsibility we provide our customers with information and guides to help them understand and assert their rights.

[🔗](#) on-the-side-of-consumers

The following table shows data on complaints relating to banking and financial services:

COMPLAINTS HANDLED IN 2024 BROKEN DOWN BY REASON

Type of complaint	2024	Accepted	Partially accepted	Not accepted
Databases, privacy, reporting to the Central Credit Register and CAI	1,584	856	142	586
Organisational aspects	786	254	98	434
Complaint Rates	322	1	4	317
Various transparency	217	69	8	140
Salary-backed loan	217	7	91	119
Recovery operations	170	13	5	152
Creditworthiness	135	40	13	82
Purchase (failed or partial delivery of goods/withdrawal)	118	41	2	75
Insurance disputes	40	18	5	17
Costs and charges	29	11	4	14
Consent issues	20	2	1	17
Total	3,638	1,312	373	1,953

We make complaint reporting accessible to the public on our Agos corporate website:

[🔗](#) complaint-management

For quick access to the document:

[🔗](#) rendicontoreclami-agos_2024.pdf

Inclusive and responsible credit – Social Financing

We want to promote fair, sustainable access to credit so that everyone can find financial solutions consistent with their characteristics and needs.

From the inclusion of younger and older customers, to the protection of repayment capacity, not to mention anti-fraud models, prevention tools, debt collection management and attention to pain points, our social financing system aims to create value for people and society.

Young customers

Key traits that distinguish customers belonging to Generation Z (born between 1997 and 2012) include their daily use of social media, high familiarity with digital technologies and strong interest in social issues, civil rights and equality, showing how in a constantly evolving world they are more flexible and display a strong capacity for adaptation. As a result, many young people of Gen Z declare themselves attentive to the environment and expect a concrete commitment to **sustainability by companies and organisations**.

These customers also care about ease of use. They prefer mobile payments, services based on intuitive apps and simplified online transactions. Important trends that must be met, since they **value physical shops more than millennials** but still want a **high-level online shopping experience**.

At Agos we devote great attention to this target, which already represents 15% of classic consumer credit production, and from 2025 could represent over 20% of the workforce in Italy.

With this in mind scorecards and specific acceptance rules have been created, allowing better access to credit and online onboarding procedures, even totally in self areas, to better respond to the needs of this and other targets.

The number of customers aged under 30 financed in 2024 amounted to 207,400.

According to CRIF data, among the “top financial companies” Agos is the one that has recorded the greatest growth over the years in the age segment of this generation. In 2024 we reached **a market share of 14.5%, a significant figure compared with our main competitors, which overall account for 27.7%.**

With the Young Scorecard in the area of personal loans, in 2024 we financed 57,800 customers for a total of 779 million euros.

CQS

In 2024 this channel covered around 4,700 customers for a total of 68 million euros (**about +1% v 2023**).

Our product portfolio extends to salary-backed loans and payment delegations to meet the needs of customers who wish to access liquidity through methods more suitable than personal loans, either due to reasons related to credit risk or age limits.

For **senior customers** we have developed a solution that allows access to credit with a repayment plan up to but not including 87 years of age.

We also use this product to support **younger customers** thanks to an insurance cover that offsets the limited capacity of the severance pay accrued. In 2024, 116 requests were accepted for this target, for a total of 1 million euros (**+47% v 2023**).

Anti-fraud

Our customer protection efforts start at the loan application stage, a point in the relationship where we act to detect identity fraud (using the **“SCIPAFI”** system of the Ministry of Economy and Finance). In the event of identity theft, we act to protect the customer by blocking the fraudulent request, correcting the personal data in the databases consulted and neutralising the attempted fraud.

Even in the stages following disbursement it is possible to detect subsequent fraud. In such cases we correct the personal data and unlink the fraudulent transaction from the real customer’s profile, thereby preventing economic or reputational damage (such as negative classification in blacklist systems).

At Agos we use several anti-fraud systems including **“MOSÈ”**, proprietary software based on machine-learning technologies, active in several company areas.

Data change requests that are most easily linked to attempted fraud such as IBAN, mobile number and email for the digital signature generate an alert that allows us to perform more in-depth checks with the customer before proceeding with the change.

Fraud prevention also covers the world of credit cards, protecting purchases and the transactions generated by them.

The internal system, called **“SARA”** (*Sistema Antifrode Revolving Agos*, or Agos Revolving Anti-Fraud System), detects suspicious transactions with customised logic and dynamics such as amounts, type of merchant, country of the transaction and so on.

Our anti-fraud service is also specialised in countering the very common phenomena of social engineering and phishing.

To this end, training is regularly provided to all employees and dealers, as well as social awareness campaigns for customers, including:

- watch-out-for-credit-fraud
- security
- phishing
- suspicious-email-phone-messages

Finally, the anti-fraud function constantly tests new technologies – such as digital footprint, AI, machine learning and biometric recognition – to strengthen the security service and increasingly protect our customers.



Credit models

The commitment to integrate additional assessment drivers continues in order to increase the acceptance of requests while still considering the financial commitments of the customer and co-obligor and protecting them from over-indebtedness.

We introduced Open Banking: 20% of personal loan customers provide their data, generating a score that facilitates access to credit.

In 2024 the percentage of volumes disbursed with Open Banking was 17.4% of total personal loans, a figure that is expected to increase in the following year.

The **automation of loan applications has also been strengthened**, including in the automotive financing segment.

Our senior customers have also received greater attention. **In the automotive area loan repayment plans can now extend until the beneficiary reaches the age of 85.**

Prevention

Our customer care aims to accompany the customer throughout the entire active relationship, including any times when personal events or adverse economic-social situations undermine their ability to meet their financial commitments.

To support customers in such circumstances, in 2024 **we increased caring activities** by tripling calls compared with the previous year in order to work together to identify the most suitable solution for the fragility of the moment.

This modus operandi is highly appreciated, as shown by **the increase in the number of customers who accepted the proposal received**, rising from 11% in 2023 to 14% in 2024 (**Success Rate**). The level of customer satisfaction declared in the post-call survey also remained above 80%.



YEAR	CUSTOMERS CONTACTED	CHG YOY
2021	2.7K	
2022	3.3K	+22.2%
2023	13.7K	+315%
2024	43.5K	+217%

The effectiveness of prevention actions, as well as those for customers in difficulty with instalment payments, is monitored through specific indicators such as the number of customers contacted and the number of solutions identified. These KPIs are reported monthly in settings such as the Credit Committee and Complaint Steering Committees and are the tool for understanding which efficiency actions to undertake.

In addition to the positive impact on safeguarding the customer’s credit profile, this activity improves the relationship and increases satisfaction levels.



Debt collection

GRI 3-3, 2-25, 2-29

During two extremely important events **we were invited as speakers to share our experience** gained in the world of non-performing loans with market operators. It was an opportunity to share the philosophy with which we approach customers in difficulty and pool the skills and innovations introduced to processes by our Customer Recovery Management structure.

At the tenth edition of **CvSpringDay** (a key event for all operators in the credit sector), our Head of Customer Recovery Management took part in the round table entitled “Stage 2, UTP & NPL”, in which the contexts and scenarios of a complex and unpredictable market were analysed, where the management and transfer of receivables is of increasingly strategic importance.

At the eighth edition of the Credit Awards, the distinctive event organised by CreditNews that celebrates leading figures in the world of commercial information, credit management, debt collection and credit management and private credit investigations, **we received the “Excellence 2024” award** for those who distinguished themselves in the Credit sector during 2023.

The award for “Credit Manager - Consumer Credit Sector” given to our Head of Customer Recovery Management was based on the merit of having introduced significant innovations in credit management processes, adopting cutting-edge technologies, developing more efficient procedures and implementing best practices to improve operational efficiency and service quality.

We also took part in the second event, the **Annual UNIREC** (National Union of Companies for the Protection of Credit), at the round table on “Evolution of credit management models in the new macroeconomic scenario”, where issues were addressed such as the worsening of the macroeconomic framework, the management of non-performing loans and the importance of prevention in managing customer difficulties.

Pain points

GRI 3-3, 2-25, 2-29

Starting from the evidence gathered by listening to customers through the 2023 surveys, we launched a series of projects aimed at meeting the needs expressed and identified within the following categories:

- Customisation of the experience on our web channel
- Improvement of self-service procedures
- New smart payment methods

In terms of personalisation, we have put in place various solutions such as the **pre-filling of the online form** to facilitate customers in the data entry phase, the **simplification of small loan applications**, the release of further improvements to the browsing experience and above all **the activation of biometric KYC recognition** to accelerate the identification process and the outcome of the check.

In terms of **self-service support, we introduced new functions** to allow customers to independently manage a greater number of needs, avoiding the use of traditional channels such as telephone or email.

With regard to more efficient payment methods, we have focused on the adoption of the new **Click 2 Pay** system, which allows the online payment of instalments with few details, and on the introduction of the **paperless payment slip**, which in addition to improving the customer experience, helps reduce paper waste and generate a positive impact on the environment.

To make the monitoring of customer satisfaction more structured and promote effective improvement actions, we released a new “Customer Experience Governance” procedure with which we coordinate the operational units involved in customer management, in the detection and prioritisation of pain points and in the measurement and monitoring of relevant indicators.



As part of the annual initiative reminding us to put the customer's needs at the centre of our daily work, we placed a T-shirt with the slogan “The customer is always present. Even if you can't see them!” on a chair in the conference rooms of Milan and Lucca to symbolise their presence at our meetings and to help guide our decisions.

Support for local communities

GRI 3-3

At Agos support for local communities is an essential component of the sustainability strategy. For this reason we support initiatives in favour of the local area through the Agos Parks project and two other key initiatives: corporate volunteering, with the active involvement of our people, and donations to associations and organisations that carry out projects consistent with the objectives of our Sustainability Plan and in which we often participate actively.

Project definition follows a structured procedure that envisages verification of consistency with the Agos Sustainability Plan and approval by the Sustainability Committee. Each initiative is supported by an internal sponsor, generally a department head who is a member of the Management Committee, and is inspired by the Crédit Agricole Group’s strategic guidelines.

1. The Agos Parks Project

GRI 3-3, 203-1, 2-29, 413-2



SportCity Foundation
402,000.00
donation

Brand for the City
€100,000.00
invoices

Launched in 2021 after a search for an idea that was able to concretely express our commitment to sustainability and provide an innovative response to the needs of people and communities in the places where we operate, the Agos Parks project draws its strength from the collaboration with local municipal administrations, third-sector associations and the public, who strongly demand public and private initiatives dedicated to the care and safety of the various areas where the Parks are located.

After the regenerations in the cities of Milan, Lucca, Padua, Rome, Catania and Lecce, 2024 saw the **inauguration of the seventh Park, in the city of Turin.**

We redeveloped an area in Colonnetti Park as part of the **Collaboration Pact** between the Municipality of Turin, the Mirafiori Community Foundation and CUS Turin, with the collaboration of Brand for the City, our project partner.

The initiatives were agreed to during a series of listening and co-design meetings, to respond concretely and precisely to the needs of the surrounding community. In addition to the redevelopment and physical enhancement of the space, the Pact envisages a programme of social activation and stewardship aimed at involving different targets, offering opportunities for spending time together, recreation and sport.

The co-design involved the youngest users of the park, the children, to develop the concept that colours and embellishes the playground and adjacent areas. Indeed, the story invented during educational activities of “a meteorite that fell in the park and its impact produced colourful, fragrant waves” inspired the drawings that define the areas for sport, play and culture.

By renewing the **two-year technical sponsorship agreement** with the Parks of **Milan, Lucca, Rome and Catania** we have reaffirmed our commitment to being close to the areas regenerated in the past.

In order to increase the impact on the local community, in 2024 we replaced the events that used to be organised annually in each Park with **a programme of weekly events** held by local associations during the central months, which **the public was able to enjoy free of charge.**

To measure the impact generated in a precise and effective manner, we added a registration form on the **parchiagos.it** website for each weekly event based on the planned calendar.



2. Company volunteering

WORK-STUDY PROGRAMMES

In June, for the 5th consecutive year we organised work-study programmes hosting **30 high school students**, both in person at our GreenLife 280 headquarters in Milan and remotely.

We divided the initiatives into a programme with learning sessions in the mornings and shadowing in the afternoons.

Areas covered:

- Agos: products, terminology
- Innovation
- HR: CVs and interviews
- Data Science
- Sustainability
- Information Technology
- Customer Network
- Customer and Insurance Department
- Anti-fraud
- Management Control

For this orientation experience **we accepted the application of a student from AGPD**, an association with which we have collaborated for years that aims to integrate people with **Down Syndrome** into the working world.

For 2025 no applications from AGPD are expected because there are no students in the relevant age group.

As every year, during the final day we scheduled a feedback session to get students' suggestions on how to improve future orientation sessions.

The HR Management & Recruiting team, responsible for recruitment and selection both for internal mobility and external hires, organised initiatives in 2024 **involving recent university graduates** in meetings together with other entities of the Crédit Agricole Group in Italy:

15 MARCH

CESOP INCLUSION JOB DAY, an event dedicated to employment for people with disabilities and belonging to protected categories (251 CVs).

11 APRIL

RECRUITING EXPERIENCE DAY at CA Vita, to present career opportunities to young graduates (102 CVs, 40 people in person).

2 OCTOBER

JOB FAIR at La Statale University of Milan, days to promote awareness and meetings between students and graduates and the working world (109 CVs collected in person).

22 OCTOBER

DIGITAL TALENT DAY organised by Employerland, a platform that uses gamification to connect companies and digital talent.

23 OCTOBER

EMPLOYER BRANDING Crédit Agricole Italia with Joinrs.

FINANCIAL EDUCATION

GRI 3-3, 413-2



Since 2012 the “A tu per tu” project has brought financial education to high schools to provide young people with the essential tools to properly approach the world of financing, promoting an understanding of the various types of products, the proper reading and interpretation of interest rates and the ability to compare the different offers contained in advertising messages.

The initiative falls within the scope of corporate volunteering as it is carried out thanks to the commitment of a large group of colleagues who make their time and expertise available.

Our objective covers a three-year period: in the 2025 calendar year **we want to train twice as many students as in 2022**, i.e. to go from 429 to at least 858.

Progress is monitored over time and reported periodically to the Sustainability Committee.

The interim target we had set for 2024 was largely exceeded.

To increase the impact of this training programme, over the years the basic module has been supplemented by:

- **Rights and duties**, which presents the various stages in the life of a loan from application to collection, with a focus on what the customer can do and what they must do.
- **Finance**, in which students are put to the test with the development of a business plan as a team after an explanation of basic financial concepts.
- **Innovation lab**, which aims to support entrepreneurship, mindset change and the development of lateral thinking.
- **Big data**, with an introduction to Data Science and the importance of data for businesses.
- **HR**, which covers topics on approaching the working world, from job hunting to CVs and self-branding.
- **D&I**, for raising awareness on gender equality and inclusion.

In 2024 we also added the **project management** module and the **anti-fraud and banking data module**.

“A tu per tu”: 2024 numbers



2024 DATA SUMMARY

MODULES	NO.
INTRODUCTORY/BASE	16
BIG DATA	9
D&I	8
RIGHTS AND DUTIES	14
FINANCE	10
HR	6
INNOVATION LAB	5
PROJECT MANAGEMENT	2
ANTI-FRAUD AND DATABASES	2

“aTUperTU@school”

HIGHLIGHTS	NO.
SCHOOLS	18
MEETINGS	72
UNIQUE STUDENTS*	756
NON-UNIQUE STUDENTS*	1,601
(a student who attended more than one module)	
TOTAL CLASSES	42
3 rd YEAR CLASSES	4
4 th YEAR CLASSES	18
5 th YEAR CLASSES	19
ADULT CLASSES	1

(*) Plus 90 students trained together with Consumer Associations

OTHER DEVELOPMENTS IN FINANCIAL EDUCATION

In 2024, using webinars, we involved the employees of one of our partners to clarify aspects of the world of credit, dedicating a space to questions of interest to them.

This initiative is part of the **new skills exchange project** with our Partners that we inaugurated and which will further develop in 2025.

PROJECTS IN COLLABORATION WITH THE CRÉDIT AGRICOLE ITALIA GROUP

“VOLONTARI DI VALORE” WITH SAVE THE CHILDREN

Our corporate volunteering programme is part of a broader initiative of the Crédit Agricole Italia Group in collaboration with **Save the Children** called “**Volontari di Valore**”, now in its fourth edition, which has launched various projects in collaboration with the Ministry of Education and Merit in support of schools.

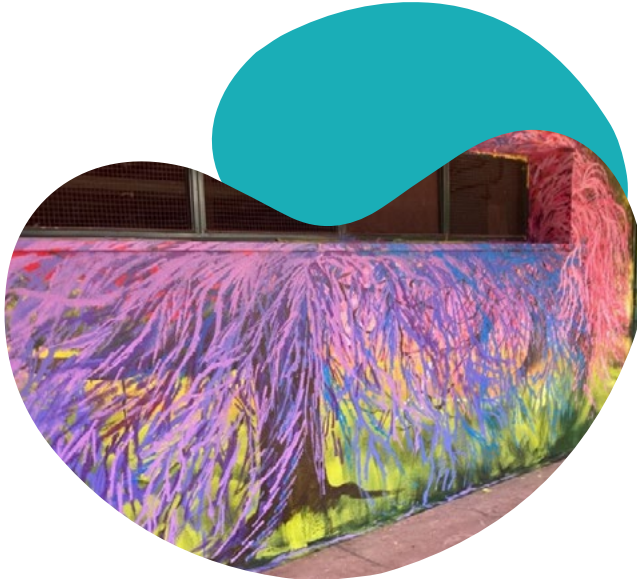
In 2024 those participating in the “Volontari di Valore” programme benefited from **specifically arranged paid leave** and were involved in one of the following initiatives:

- **Digital connections:** aimed at combating the “digital poverty” of lower secondary school students. Using webinars, the project involves 3rd-year middle school students in the creation of communication products on civic education topics, experimenting with the responsible, critical and creative use of digital tools (2 Agos participants).
- **Light points:** an opportunity to bring our expertise in support of Save the Children educators through remote workshops or in-person labs where children can explore topics such as environmental sustainability, green economy and city, clean energy and the importance of safeguarding the environment and the area where they live (1 Agos participant).
- **Schools project:** promotes educational workshops for children aged 8 to 11, with the aim of raising their awareness of environmental and social issues (3 Agos participants).

AT BECCARIA WITH THE FRANCESCA RAVA FOUNDATION

413-2

In collaboration with the Francesca Rava Foundation, 70 employee volunteers of the Crédit Agricole Group in Italy (including 4 from Agos) **created a mural together with young people detained in the Cesare Beccaria juvenile prison in Milan**. This work is part of the broader “Palla al centro” project, which offers young people who have entered the penal system initiatives that allow them to spend their detention time constructively and follow paths useful for their reintegration.



ACTIVITIES WITH LEGAMBIENTE

In collaboration with Legambiente, some colleagues took part in **environmental volunteering initiatives in the area**:

- In Milan, at Pini Park, they worked on the care of the vegetable garden and cleaning of the green area.
- In Catania they took part in a day of beach cleaning.

A small but concrete contribution to environmental protection, in line with our sustainability commitments.

OTHER PROJECTS

Donating blood is good for the heart and is a simple gesture that can save many lives. For this reason we decided to join a **volunteer initiative organised by Il Sole 24 ORE**, with a view to collaboration and synergy among companies in the district and in line with the values that guide our “Agos for Good” manifesto.



8
co-worker donors
in 2024

Contributing to the well-being of others makes us feel an integral and active part of a community, and gives meaning to our actions.

AGOS ARTE WITH AUTICON

In 2023 we initiated a collaboration with Auticon, a **consultancy firm that employs people on the autism spectrum**.

In order to facilitate greater inclusion of the work group, this professional relationship gave rise to initiatives outside of work.

The success of the visit to the Monumental Cemetery of Milan organised by Agos Arte in 2023 encouraged new activities.

Of the five visits organised in 2024 to the **Brera Art Gallery**, one was specially designed for **Auticon’s consultants and their families**, with whom we discovered artistic treasures, sharing emotions, knowledge and inclusion.

This event, included in the Agos Arte and Diversity & Inclusion schedule, confirms our commitment to an accessible culture where differences become an opportunity for mutual enrichment and where the full synergy between people is valued beyond any form of limit or barrier.

3. Psycho-physical well-being and sport

GRI 3-3, GRI 203-1, 413-2

In September 2023 sport became a fundamental right thanks to the amendment of Article 33 of the Italian Constitution, which “recognises the educational and social value of sporting activity in all its forms and its role in supporting physical and psychological well-being”.

Since this historic date, every Italian citizen has had the right to access to sports, but statistical data show that in Italy unfortunately we are still far from ensuring this for everyone.

In fact, according to ISTAT in June 2022 the following people practised sports:

- About **9%** of **people with disabilities**
- **11%** of **people with severe limitations**
- **23.4%** of **people with less severe limitations**
- **36.6%** of the **general population**

A survey presented at the end of November 2023 and conducted by Svimez and UISP, with the collaboration of Sport e Salute which surveyed more than 77,000 sports facilities, offers a snapshot of the sports infrastructure and services in Italy.

Six schools out of ten do not have a gym, 60% of facilities date back to the 1980s, **one in five facilities is not accessible to people with disabilities** and only **26% of Italian sports facilities are located in the South**.

For more information:

-  [uisp.it](https://www.uisp.it)
-  [gazzetta.it](https://www.gazzetta.it)



> The economic impact

According to the Public Accounting Observatory of the Catholic University, public health expenditures in Italy are increasing and are expected to reach 142.9 billion euros in 2025. This amount includes both the direct expenditures of the National Health Service and those of families for care, such as out-of-pocket expenses.

Regular sporting activity has a positive impact on health, helping to prevent diseases such as diabetes, obesity, certain forms of cancer or cardiovascular disease. This in turn can result in a decrease in demand for health services and consequently in a reduction of public health expenditures.

But sporting activity itself has a **cost for Italian families** who, to ensure their children have access to physical activity, spend **an average of 48 euros per month** on courses and equipment, an amount that increases year by year. Not surprisingly, youth sports have an estimated value in Italy of 30 billion euros, or about 1% of national GDP. There are more than 7.5 million girls and boys between the ages of 3 and 19 engaged in at least one discipline, for **an average annual expenditure of just under 600 euros**.

For more information:

-  [ilbollettino.eu](https://www.ilbollettino.eu)

> The social impact

Supporting projects related to sports, especially inclusive sports, therefore means committing to produce not only a social impact but also an economic impact that is sustainable over time.

Helping to **make sport accessible** is a commitment we feel as a duty in order to begin building today the society we want for tomorrow.

MILANO MARATHON

PlayMore!
€5,200.00
donation

AGPD
€8,000.00
donation

RUN FOR INCLUSION
€1,500.00
to All Srl

At Agos we translate this social commitment into concrete actions, such as our participation in the Milano Marathon.

Following strong participation in previous editions, in 2024 we took part with a total of **99 people** grouped into **3 marathons and 24 relays, including 9 inclusive initiatives** alongside people from **AGPD, PlayMore! and Auticon**.

Thanks to the donation linked to the participants' registration and an additional fundraising effort, with our presence and energy we supported the development of two projects that are very dear to us:

- **“Passi per il futuro”** promoted by AGPD, which creates pathways for children with Down syndrome between the ages of 3 and 11 to help them develop their potential.

- **“RunChallenge”** promoted by PlayMore!, which aims to make physical activity accessible to everyone via running, walking and rolling.

This confirms that “Acting every day in the interests of our customers and society” is not just a slogan but a concrete raison d’être, and that Agos is a company made up of people of value.

SUPERLEAGUE

Since 2014 PlayMore!’s SuperLeague has brought companies closer to the world of non-profits through a multi-sport tournament played by mixed teams made up of employees and young people from the association with disabilities, vulnerabilities or migration backgrounds. A tournament that PlayMore! people look forward to with great anticipation, after a year of training and free attendance at courses.

On two different evenings in June **more than 20 colleagues** took to the field together with beneficiaries of PlayMore! projects to challenge other company teams in five-a-side football, beach volleyball and basketball games. Among the participants were also our Joint General Manager, our CIO and our Head of Legal Affairs & Corporate Sustainability.

For the occasion we reversed the rule of play, which called for four company people on the field with two from PlayMore!, further adding emotions, passion and smiles.

There was no shortage of hugs, and although we came last in a tournament of 12 teams, it filled us with pride to win **the “PlayMore! Spirit” award** given to the company that best embodies the values of inclusion promoted by the association on the pitch.

RUN FOR INCLUSION

In September **about 60 people** took part in the “Run for Inclusion” race, which was held in the centre of Milan along a route having a very specific length – 7.24 km – representing that **discrimination must be overcome with a commitment lasting 7 days a week, 24 hours a day**.

It was an opportunity for us to once again stand alongside AGPD and to confirm our support for their projects and our commitment to being a company actively involved in social issues.

OTHER TOURNAMENTS

Agos Team

- We took part in the **eighth edition of the Italian Seven-a-side Football Championship** dedicated to banks, insurance companies and financial institutions, together with 31 other companies.
The event was an opportunity to compete on a sporting level while also networking, all in the spirit of fair play.
- The Agos teams confirmed their top positions in volleyball at the **third Italian Volleyball Championship** dedicated to banks, insurance companies and financial institutions.
- **JOCA, Journée Omnisport Crédit Agricole**, is the most important corporate sporting event, during which in 2024 about 4,000 athlete co-workers competed, representing all Crédit Agricole entities worldwide.
At Agos we took part in the CA PFM team competing in **women’s volleyball, men’s volleyball, men’s 10 km running, women’s 10 km running, tennis and over-35 football**.

4. Support for other organisations

CORPORATE GIVING PROGRAMME

413-2

The Corporate Giving Programme is an international initiative promoted by the CA PFM Group, aimed at supporting associations that promote social sustainability.

This **call to action**, open to all entities, was organised to engage co-workers on some of the Group’s ESG objectives by offering the opportunity to **nominate a project of an association or third-sector body** to be supported financially thanks to the award set up by Agos and the CA PFM Group.

There are four categories in which projects may be placed, in line with the CA PFM Group’s strategic sustainability areas:

- Environmental Transition
- Health
- Inclusion and Social Cohesion
- For Youth

The programme envisages an initial competition at the local level and a subsequent challenge at the international level among the finalists of the individual Group entities.

At the local level the projects presented were voted on both by a jury composed of members of the Sustainability Committee and by all Agos people.

The final ranking was determined by combining the jury’s vote with that of Agos colleagues.

In 2024, 14 projects were submitted and the finalists were:

CATEGORY	RANKING	ASSOCIATION AND PROJECT	PROJECT OBJECTIVE
FOR YOUTH	1	MODELS ARE BORN “Becoming a model”	Involving young people from the association, autistic adolescents and young adults in training initiatives in the field of photography and fashion, preparing them for professional roles such as walking the catwalk, posing for portraits, being photographers or videomakers.
FOR YOUTH	2	LIBERAMENTI “Pronti, Partenza Via...del Trasimeno”	By involving high school students, the project aims to: • Promote knowledge of our area, nature, artistic and cultural heritage • Promote physical activity for psychophysical well-being • Show walking as a vehicle of social aggregation and inclusion • Promote and educate for active citizenship
INCLUSION AND SOCIAL COHESION	1	A. DIL. BASKET CORSICO “Baskin”	Promoting inclusive basketball where young and old, people with or without disabilities, males and females, play on the same team.
INCLUSION AND SOCIAL COHESION	2	APS RETE SOLIDALE “The Emotion Makers”	Promoting individual development through theatre initiatives focused on empowerment and social integration, where people with and without disabilities take part together.
INCLUSION AND SOCIAL COHESION	3	ABIO FOUNDATION “ABIO Project: Inclusive Play”	Equipping the playroom at the G. Rodolico-San Marco Hospital in Catania with toys specifically designed for children with disabilities.
HEALTH	1	SANFILIPPO FIGHTERS “Relief Project”	Relieving the emotional stress of caregivers of children with Sanfilippo syndrome by giving families hours of qualified home care.
HEALTH	2	AVIS SAVONA “Youth awareness campaign”	Promoting blood donations among young people through specific training in schools of all types and levels.
HEALTH	3	APS BEING HUMAN “Suspended therapy”	Allowing access to psychotherapy for disadvantaged members of the public in the area.

The first-place winners in each category were awarded €4,000.00, the second-place winners received €2,000.00 and the third-place winners €1,000.00.

The **Models Are Born and Relief Project initiatives were finalists in the international competition** and voted as the best in their respective categories.

The **Relief Project also won the final Dominique Pennelier Award** as the most voted by over 900 employees of the Group, receiving an additional donation of €1,000.00.

During 2025 we will monitor the progress of the projects and the impacts achieved.



FAI

GRI 3-3, GRI 203-1



Our collaboration with FAI, the Italian Environment Fund, continued in 2024 with the aim of strengthening the commitment to conserving and promoting cultural and environmental heritage in the places where we operate.

Thanks to the **renewal of our Corporate Golden Donor membership**, every year we have free tickets that we use for initiatives organised by Agos Arte in the area.

For 2024:

- March: **Kolymbetra Garden in Agrigento** for 57 colleagues.
- December: **sharing on the intranet of a series of eight cultural videos offered and intended for supporting companies**, which were invited to the annual meeting at Villa Necchi Campiglio in Milan.

In addition, in June **a private, closed-door “All Star” event was organised at the Palazzina Appiani in Sempione Park** (an internal competition reserved for sales networks), for about 70 people.

AN INCREASINGLY SOCIAL CHRISTMAS

Christmas is also an opportunity for us at Agos to support social projects that are consistent with our sustainability strategy.

The Christmas gift

Every year each of us receives a Christmas cake to celebrate the holidays with family or friends. For Christmas 2024, in addition to giving our people the opportunity to choose between pandoro and panettone cakes, **we added the option of not collecting the gift and donating it to the Food Bank Foundation** so that those in difficulty could warm their Christmas with an act of solidarity.

To show that careful assessment of the supply chain is crucial to creating positive cascading impacts, among all the suppliers competing we chose a producer that **works with a social cooperative employing people with disabilities** for the assembly and packaging of boxes using a line that respects their psychological and physical limits. Our supplier in turn allocates part of the proceeds of its production to a farm that employs people with cognitive disabilities, promoting their dignity through inclusive agriculture.

Christmas Boxes

With the “Christmas Boxes” initiative we wanted to **share the magic of a gift** with those who really need it.

More than 300 gifts were collected, including toys, books, clothing, personal care products, something delicious but also kind notes.

Small gestures of generosity that warm the heart of the giver even more than that of the recipient.



Protection and well-being

GRI 3-3

The same care we devote to people outside the company we also reserve for those who represent its very essence every day: all of us. We recognise the value that each person brings and generates every day, and for this reason we want to safeguard our own well-being with attention and consistency.

Starting from the selection process, our commitment translates into **concrete actions**: from the will to eliminate the gender gap to the promotion of personal and professional development, from psycho-physical balance to workplace safety. This is accompanied by constant investment in welfare programmes and work-life balance initiatives, to foster and implement a company culture centred on people.

For us, investing in people’s well-being means investing in the organisation’s future.

The figures reported in this chapter are a snapshot as at 31 December 2024, a year in which **the workforce did not undergo significant fluctuations**, remaining more or less unchanged from previous financial years.

GRI 2-7

Workforce and contractual classification

	Women	Men	Other*	Total
Total employees under contract	1,141	845	0	1,986
Permanent contract	1,137	839	0	1,976
Fixed-term contract	4	6	0	10
Non-guaranteed hours (e.g. on-call, occasional)	0	0	0	0
Total full-time + part-time employees	1,141	845	0	1,986
Full time	999	836	0	1,835
Part time	142	9	0	151

The figures reported were calculated using the headcount method excluding seconded staff and interns.
(*) Gender specified by the employee.

GRI 2-8

In 2024 the total number of non-employees whose work is under the organisation’s control amounted to 10, calculated using the headcount method.

This category includes:

- Seconded workers from companies of the Crédit Agricole Group
- Student interns hired temporarily to facilitate their entry into the working world

AN EXCELLENT WORKPLACE

The company climate and generally “feeling good at work” are central topics of discussion with all departments, and given their importance they form one of the elements in the annual performance assessment of top management.

At Agos, there is a clear commitment to “putting the focus on people”, in many different ways. We consider employee well-being a top priority, recognising their value as individuals and as key resources for the company’s success.

We foster a solid culture of respect and oppose all types of discrimination knowing that leveraging the characteristics and experiences of each individual, valuing their diversity (generational, skills, gender and so on), contributes to creating an inclusive work environment, where differences are considered an asset, where everyone can grow and assert themselves according to their merits and generate greater value for all.

We accompany and protect each individual’s professional and personal growth process, encouraging a working style based on responsibility, autonomy, the ability to delegate, initiative and mutual trust, transforming cross-cutting skills into an essential factor in development and problem-solving for excellent responses.

THE PEOPLE PROGRAMME

The challenges launched in 2023 by “PEOPLE”, the company programme led by HR concerning growth, responsibility and digital transformation, confirmed that with us people can pursue their own path of professional and skill development.

PEOPLE is structured around 5 dimensions:

- Skills
- Performance
- Training
- Development
- EVP (Employee Value Proposition)

The periodic skills mapping campaigns (the latest carried out between 2023 and 2024) are a valuable guidance tool for colleagues and, together with the annual performance appraisal process, help direct growth within the company.

In this context, in 2024 a Crédit Agricole Group-wide initiative called the “Relationship Model” was launched, aimed at creating a symmetry of attention and striving for excellence in relationships, both with customers and with employees. The various affiliates made this project possible during focus groups with external customers and co-creation labs with co-workers, also representing a significant step towards greater cohesion and collaboration within the Group.

This cooperation led to the identification of relational and managerial practices that will enable us to create a shared identity in the relationship model, with the goal of improving customer satisfaction and colleagues’ well-being.

The “Relationship Model” reinforces and completes the cultural journey launched some time ago and represented by the Managerial and Employee Commitment. In 2024 training on managerial practices was provided for all company managers, including Department Heads, and will continue in 2025 on relational practices for the rest of the workforce.

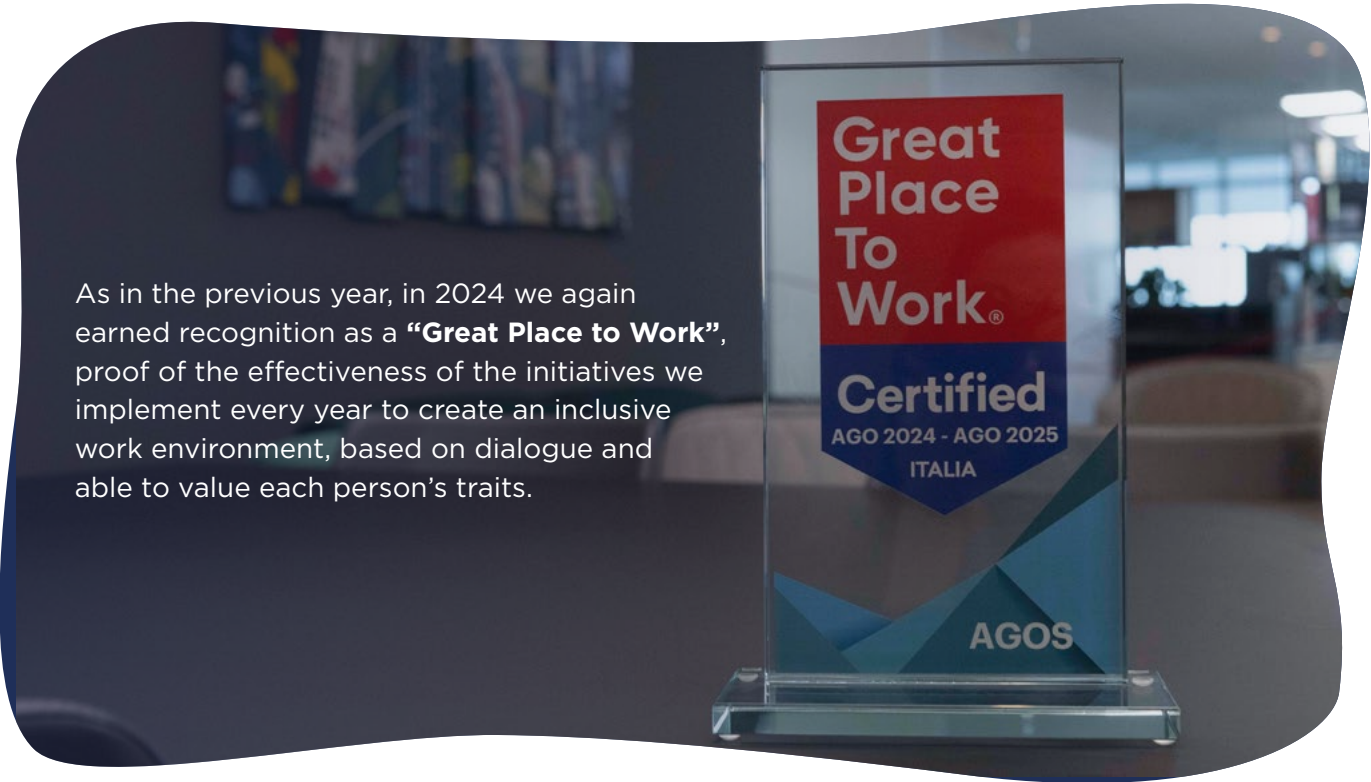
GRI 2-30

COLLECTIVE BARGAINING AGREEMENTS	DESCRIPTION
Number of employees covered by collective bargaining agreements	1,986
Total number of employees	1,986
Percentage of employees covered by collective bargaining agreements	100.00%

Note: seconded employees and eight interns are not included.

GRI 406-1

	PREVIOUS YEAR	CURRENT YEAR
Total number of incidents of discrimination during the reporting period	1	0



PERSONNEL SELECTION PROCESSES

GRI 401-1

Investing in human capital means valuing each person, creating the conditions for everyone to fully express their potential. Just as we promote a fair, inclusive and transparent work environment, **we ensure that everyone has access to professional opportunities, without distinction or discrimination.**

All selection and hiring processes follow well-defined criteria based on structured company procedures that ensure impartiality and objectivity at every stage, excluding any form of discrimination.

From the assessment of skills to the final stage of being hired in the company, we are committed to ensuring fairness and inclusion, with particular attention to gender equality.

Selection operations are mainly managed with internal resources, and only in specific cases do we use external providers, which are also selected based on their adherence to principles and codes of conduct on Diversity & Inclusion.

To facilitate the integration of new co-workers, **our onboarding programme continues**, designed to immediately convey company culture, strategic vision, the link with the Crédit Agricole Group and the many well-being initiatives. A process that makes people an active and aware part of our reality.

New employee hires and turnover

	< 30 years old			30-50 years old			> 50 years old			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
New hires	13	19	32	14	6	20	1	0	1	28	25	53
New departures	5	8	13	13	7	20	10	7	17	28	22	50
Hiring rate	72.22%	38.78%	47.76%	2.89%	0.97%	1.81%	0.29%	0.00%	0.12%	3.31%	2.19%	2.67%
Turnover rate	27.78%	16.33%	19.40%	2.68%	1.13%	1.81%	2.91%	1.47%	2.08%	3.31%	1.93%	2.52%

The figures refer to the total headcount, excluding seconded employees and interns.

TRAINING AND PERSONAL DEVELOPMENT

At Agos we encourage training as one of the levers with which we help our people in their professional and personal growth, providing tools to understand market changes, to feel actively involved in innovation processes, to develop new hard and soft skills and to improve their problem-solving abilities.

In addition to offering extensive training through the Academy, we encourage our people to be proactive in assessing their skills and in identifying tailored training programmes useful for their growth to propose to their managers.

We see training as a strategic investment to retain valuable people and attract new talent.

AGOS ACADEMY

GRI 404-2

Founded in early 2021, the Agos Academy aims to nurture a culture of learning and continuous development, to ensure a high level of professionalism for all Agos people over time and to provide the tools for achieving the company’s strategic objectives.

It is guided by the company vision, which, according to a principle of awareness and accountability, holds that “**people at Agos can develop their own professional growth and skills**”, **proactively and independently** investing in their own employability.

The Academy is inspired by the metaphor of the “evolving city”: it is structured into “districts” depending on the training offered (strategic, compulsory, job-related, cross-functional, refresher training); it adopts access rules (top-down engagement v bottom-up engagement; manager validation v spontaneous access; during or outside working hours) and **aims to be a large ecosystem, open to exchange and dialogue with the outside world**, thanks to partnerships with institutions, universities, associations and relevant platforms.

With regard to transition assistance programmes, initiatives for those nearing retirement focusing on end-of-career management are under review for 2025-2026.

GRI 404-1

TOTAL hours of training per year per employee

	Hours (men)	Hours (women)	Total Hours
Executives	691.75	450.00	1,141.75
Managers	12,395.75	10,419.00	22,814.75
White-collar workers	17,208.25	34,729.25	51,937.50
Blue-collar workers	0.00	0.00	0.00
Total	30,295.75	45,598.25	75,894.00

AVERAGE hours of training per year per employee

	Avg hours (men)	Avg hours (women)	Avg hours Total
Executives	36.41	45.00	39.37
Managers	34.72	44.72	38.67
White-collar workers	36.69	38.67	37.99
Blue-collar workers	0.00	0.00	0.00
Total	35.85	39.96	38.21

Reporting on training takes into account the courses attended by employees present in the Company on 31.12.2024. At Agos we also adopted a second reporting method, shared with the Parent Company CA PFM, which considers all people (excluding interns, temporary workers and seconded staff) who were employed in the company during the year, including those who subsequently left. The following tables show the training values of all staff regardless of termination date.

TOTAL hours of training per year per employee reported to CA PFM 2024

	Hours (men)	Hours (women)	Total Hours
Executives	694.75	450.00	1,144.75
Managers	12,586.75	10,831.25	23,418.00
White-collar workers	17,394.25	35,203.25	52,597.50
Blue-collar workers	0.00	0.00	0.00
Total	30,675.75	46,484.50	77,160.25

AVERAGE hours of training per year per employee reported to CA PFM 2024

	Hours (men)	Hours (women)	Total Hours
Executives	35	45	38
Managers	35	46	40
White-collar workers	37	39	38
Blue-collar workers	0	0	0
Total	36	41	39

PERFORMANCE EVALUATION

GRI 404-3

Employees who receive regular evaluations		No.	Total	%
Executives	Men	7	19	37%
	Women	4	10	40%
	Total	11	29	38%
Managers	Men	353	357	99%
	Women	226	233	97%
	Total	580	590	98%
White-collar workers	Men	446	469	95%
	Women	844	898	94%
	Total	1,290	1,367	94%
TOTAL		1,880	1,986	94.7%

Some groups of employees – such as new hires, interns and those absent for long periods – are not included in the evaluation process.

Of the 1,986 total Agos people, 1,881 were eligible.

Of these, 1,880 received an evaluation.

		Total eligible	Total eligible evaluated	% Eligible evaluated
Executives	Men	7	7	100.0%
	Women	4	4	100.0%
	Total	11	11	100.0%
Managers	Men	353	353	100.0%
	Women	227	227	99.6%
	Total	580	579	99.8%
White-collar workers	Men	446	446	100.0%
	Women	844	844	100.0%
	Total	1,290	1,290	100.0%
TOTAL		1,881	1,880	99.9%

Welfare

GRI 401-2

Our company welfare system is structured on several levels, in line with principles of fairness, sustainability and appreciation of diversity.

In fact, all benefits offered to full-time employees are also offered to part-time employees. Health insurance is available to all full-time and part-time employees, but not to temporary employees.

The employee benefits package is constantly being expanded with new agreements and with a wide range of products offered by Crédit Agricole Group entities in Italy on preferential terms.

ECONOMIC AND FISCAL WELFARE

- PB welfare portal, with the option to use one’s Performance Bonus through the welfare platform as an alternative to disbursement in the pay slip, with a 10% increase in the corresponding value
- Company contribution to supplementary company pension funds equal to 2% for the first two years and then 3% of gross annual salary
- Advances on TFR severance pay up to 90% per year
- Free 730 tax return and ISEE calculation assistance
- Low-interest personal loans
- Discounts with business partners
- Agreements with companies specialising in sustainable nutrition

PSYCHO-PHYSICAL HEALTH AND WELL-BEING

- Health insurance and reimbursement of medical expenses
- Free occupational and non-occupational accident insurance
- LTC (Long-Term Care) policy
- Life insurance at a discounted price
- LILT campaigns for free preventative visits
- Free psychological support
- Health leave
- Leave for protected categories

FAMILY SUPPORT

- 100% supplement for early and compulsory maternity leave
- 20% supplement for parental leave
- Flexible marriage leave
- Leave for same-sex families
- Leave for children with SLDs (specific learning disabilities)
- Pre-natal course leave
- Leave for assisted reproduction for both mothers and fathers
- One-off baby bonus (€500)
- Courtesy parking spaces for expectant mothers
- Work-study for employees’ children
- Scholarships for employees’ children

WORK-LIFE BALANCE AND FLEXIBILITY

- Working Smart organisational model
- Part-time agreement

COMPANY FACILITIES AND SERVICES

- Company canteen at the Milan office (800 employees) and meal vouchers for people around the country
- Free drinking water dispensers
- Laundry service
- Car wash service
- Company car park booking service through a dedicated app (in Milan and Lucca)
- Luggage storage service
- Cars available for use by employees
- Agreements with tools to facilitate research on government bonuses or INPS subsidies
- Animal pension agreement

MOBILITY AND DIGITAL AGREEMENTS

- Corporate car sharing
- Corporate bike sharing
- Electric charging stations
- Bicycle and scooter parking
- Sustainable mobility platform to support smart, low-impact choices through public transport passes, discounts on sharing services and national transport updates

GROWTH AND DEVELOPMENT

- Agos Academy
- “Learning the ruling company” platform
- Coffee with the Department Heads
- Day rotation
- Study leave

COMMUNITY, CULTURE AND CSR

- Agos Art programme
- Agos Culture programme
- Support plan for victims of violence

GRI 401-3

Parental leave

			
Total number of employees entitled to parental leave	311	353	664
Total number of employees taking parental leave	10	91	101
Number of employees returning to work after parental leave	10	91	101
Number of employees who are still with the company 12 months after returning from parental leave*	11	100	111
Return rate	100.00%	100.00%	100.00%
Retention rate	100.00%	100.00%	100.00%

* In 2023, 111 employees took parental leave, of whom 11 were men and 100 women, as reported in the 2023 ESG Report.

In order to promote the wide range of welfare initiatives, internal communications are crucial to disseminate knowledge of the opportunities that Agos makes available to all employees.

Agos for you

The main point of reference for learning about all the benefits, perks and services for Agos people is the “Agos for you” section of the company intranet, where **over 60 offers and benefits** are listed, designed to improve the quality of working and personal lives for all of us.

Moreover, the feedback sessions from company climate and satisfaction surveys are not limited to data analysis, but represent one more step towards a shared internal culture, which strengthens the sense of belonging, employer branding and our brand awareness in general.

Agos Culture

For personal growth, a special section of the company intranet called Agos Culture is available, where each week we find **interesting recommendations on books and audio and video content**: films, TV series, podcasts, videos, documentaries. Participants talk about sustainability, inclusion, communication, psychology and well-being, but there is also space for fiction and content for children.

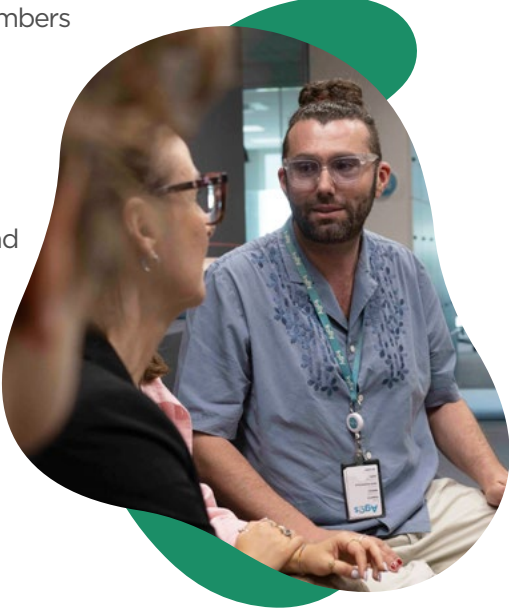
Agos Art

Combining the topics of engagement and the promotion of our country’s artistic heritage, the initiatives of Agos Arte are of particular note. This project was **born from the commitment and passion for art history of one of our co-workers**, which allows employees to experience and share moments of culture and togetherness during off hours, visiting artistic and cultural sites in many different cities and experiencing fascinating historical and artistic narratives.

11 visits and events in 2024

523 employee participants, and over 1,000 including family and friends:

- **Royal Palace of Milan** for the **Munch** exhibition (67 Agos employees, 53 family members and friends for a total of 120 people)
- **Brera Art Gallery** (46 Agos employees and agents plus 69 family members and friends for a total of 230 people)
- **Museum of Da Vinci’s Last Supper** in Milan (11 Agos employees, 18 family members and friends for a total of 29 people)
- **Comics Museum** in Milan (18 Agos employees, 8 family members and friends for a total of 26 people)
- **Agrigento** (65 Agos employees, 45 family members and friends for a total of 110 people)
- **Villa Carlotta** on Lake Como (31 Agos employees plus 30 family members and friends for a total of 61 people)
- **Villa d’Este** (21 Agos employees, 48 family members and friends for a total of 69 people)
- **Palermo** (144 Agos employees, 80 family members and friends for a total of 244 people)
- **Picasso event** (43 Agos employees, 29 family members and friends for a total of 72 people)
- **Ortica murals** (26 Agos employees, 18 family members and friends for a total of 44 people)
- **Crédit Agricole Italia event** (51 Agos employees)



Furthermore, through weekly internal communications conveyed by email, intranet and screensavers, Agos Arte offers insights, ideas and suggestions on the most significant exhibitions and events throughout Italy, to always remind us of the beauty of our country.

In 2024 the choice of year-end greetings also reflected our concept of the communicative value of art. A gift that was not only symbolic but able to recount who we are, the values we believe in and the way we want to build meaningful relationships with those who collaborate with us every day.

For this reason **we chose to collaborate with Orticanoodles, one of the best-known street artists in Milan, to create the work the “Future is unwritten”**, now on display at the Agos headquarters. The work places in dialogue the vertical dimension of the rising city embodied by its skyscrapers with the natural aspect of the urban greenery evoked by bright leaves intertwining with the skyline. It is a powerful image of the city of the future as we imagine it for ourselves and our customers: harmonious, integrated, capable of balancing development and well-being. **Limited edition photographic prints were made from the original work and then certified, numbered, authenticated and signed, a tribute intended for commercial partners, dealers and institutional counterparts** with the aim of sharing a fragment of this vision with those who walk with us.

However, the project did not end with the work and the gifts. We wanted to add an educational and training facet, curated by Orticanoodles together with architect Massimo Gianquitto, to reflect on the role of art and the street artist in urban regeneration. A role that goes far beyond aesthetics and touches ethical and social dimensions, especially in the suburbs, where art can become a concrete tool for transformation and inclusion.



The Agos for Good Community

Many of the initiatives developed for and offered to employees are also managed with the support and involvement of the Agos for Good Community.

It was established in 2021 to create shared value and to engage us in the Group’s “FReD” project (FIDES - Trust and respect for the customer / RESPECT - Respect for people and the company community / DEMETER - Protection and respect for the environment) recalling a daily commitment to sustainability, consistent with the business and the very essence of Agos.

Today it is **included in sustainability governance** as a body that **acts in a cross-cutting manner across Pillars and the organisation** as a whole, relying on the commitment of colleagues who voluntarily choose to actively promote the values and culture of sustainability to the entire workforce.

In 2024 the Community’s **objectives** were **articulated through two distinct streams**:

1. Agos Trek (in person)

- This initiative organises activities near the offices and in the region to address and experience sustainability issues, such as visits to FAI sites, one- or multi-day nature walks, regular appointments at the Agos Parks.
- It shares experiences through stories and video podcasts on the best destinations in Italy and around the world.

TREK 2024	AGOS PEOPLE	FAMILY AND FRIENDS	TOTAL
Cagliari	41	9	50
Turin	26	17	43
Puglia	31	24	55
Lucca	27	26	53



2. Break for Good (remote)

Sessions organised to:

- Gather ideas to be addressed, linked to the way Agos experiences and deals with sustainability issues.
- Identify possible speakers internal or external to the company who can explore specific topics of interest.
- Convey advice, teachings, perspectives and reflections on aspects that affect us personally.

Webinars, recordings and presentations were organised on:

- Food waste and sustainable food
- Sustainable mobility
- Employee care and well-being
- Green transition
- Digital pollution
- Energy market

WHEN WELFARE MEETS INCLUSION

To strengthen the range of welfare services offered and at the same time generate a positive social impact, we confirmed some facilities that simplify employees' lives by entrusting their management to social cooperatives engaged in employment inclusion.

In Milan we collaborate with **Opera in Fiore** and **Officina dell'Abitare**, organisations involved in the professional reintegration of people with disabilities, migrants and prisoners.

Among other things, we entrusted these associations with laundry and car wash services at the Milan headquarters.

INITIATIVES FOR COLLEAGUE COHESION

At Agos we promote numerous initiatives that strengthen the sense of belonging and cohesion among co-workers, creating opportunities for exchange, personal development and the sharing of corporate values.

- **Agos Band:** a music group made up of employees, an example of how passion can become a tool for creating a sense of community and identity.
- **Fanta Agos:** an internal competition involving over 120 participants, following the progress of the national football league together in a spirit of play and camaraderie.
- **Sharing of talents:** we make colleagues' extra-professional skills available to the company community, such as online yoga courses taught by a qualified co-worker, for the benefit of everyone's psychological and physical well-being.
- **Seniority celebrations:** every year we celebrate those who have reached 20 or 30 years in the company with events that highlight the value of history and loyalty to the common project.



- **“A pranzo insieme”:** we organise regular meetings in which small groups of co-workers, on a rotating basis, meet with the Chief Executive Officer and other Department Heads for an informal conversation, ending with a shared lunch.

As noted above, to boost emotional well-being and the sense of social responsibility, we promote corporate volunteering initiatives in which a growing number of people participate each year.

These initiatives make it possible to contribute actively to the common good, in line with our values and corporate sustainability objectives, strengthening the bond between the company, people and the area.

TOOLS FOR MEASURING WELL-BEING

The effectiveness of the initiatives we organise is monitored through the periodic measurement of specific KPIs, such as the gender pay gap, the number of women executives and managers, participation in training courses and the feedback left for each of them.

GRI 2-29

As done in the past, we renewed the survey to gauge the internal satisfaction level, this year called **“IMR 2024: Working together to drive our transformation”**.

Promoted as part of the Crédit Agricole Group's Human Centric Project, this initiative gives us **valuable feedback on how people view and experience both Agos and the Group**. Indeed, the guarantee of anonymity ensured by the external body that administers the survey and communicates the results is the prerequisite for truthful and valuable feedback.

The purpose behind the IMR (Indice de Mise en Responsabilité) lies in measuring the progress made in improving the management of people.

The 2024 response rate – above 90% – shows how involved we at Agos feel in expressing our opinion and engaged in continuous improvement.

The results confirm employees' high level of satisfaction with the company. They also show **a value that is seven percentage points higher than the overall figure for Italian companies in the financial sector**.

Trust is fundamental to making our cultural transformation sustainable. For this reason new questions were introduced that made it possible to build a **Trust Capital Index**. With the considerable result of 92%, credit was given to the company's policies for having built a reality we say we can rely on.

To identify levers for further improvement, each organisational unit shared an action plan with the HR Department that makes the best use of the evidence that emerged from the survey.

PROTECTION AND SAFETY

We constantly strive to improve the quality of the working environment, concretely safeguarding the health and safety of our employees and contractors and promoting their psychological and physical well-being.

This is a commitment that is also rooted in our Code of Ethics and the Organisational Model adopted pursuant to Italian Legislative Decree no. 231/2001, also aimed at ensuring business continuity and the achievement of long-term strategic objectives.

Using a structured set of rules and procedures – including the Health and Safety Management System compliant with the OHSAS 18001 international standard – our aim is to **build a safe, healthy and quality working environment**.

To this end we strive to prevent and eliminate any risk that could generate accidents, injuries or occupational illnesses.

As part of this process we define roles and responsibilities clearly, actively involving all personnel on these issues, and we work to ensure that facilities, equipment, environments, operating procedures and organisational structures are designed and managed to concretely protect those who work at Agos as well as company assets, third parties and the communities we operate in.

Also in our dealings with suppliers we adopt a collaborative approach, promoting adequate standards of safety and responsibility in the management of shared processes.

GRI 403-2

Each work activity is mapped and analysed with the aim of identifying hazards and assessing risks to the safety of those performing such activity, in order to be able to reduce their level of significance and probability of occurrence.

The person responsible for identifying hazards and assessing risks is the Employer, who, supported by the Prevention and Protection Service Manager and the Coordinating Physician, draws up the **Risk Assessment Document (RAD)** which contains the risk assessment, general information on the company and the persons involved.

It is available to the Supervisory Bodies and is shared by the Workers’ Safety Representatives (RLS) and the Company Physicians. RADs are filed in paper form in the office of the Safety at Work organisational unit. A digital copy of the RAD is available in the network folders of the Safety at Work organisational unit.

The risk assessment system also includes monitoring and measurements such as the **assessment of work-related stress**, pregnancy risks, job-related risks, fire risks, and the management of the first aid kit.

The assessment of the significance of health and safety risks is carried out following a review of the event history and interviews with the functions involved. Risks are considered significant if:

- They result in violations of the law.
- They result in reports from the institutional figures involved in managing company safety.
- They are specifically referred to in the Safety Policy.

In the RAD, all significant risks are summarised in a table related to the improvement programme, assessing the most critical aspects and defining possible changes with respect to:

- Stages of the process
- Materials used
- Importance of environmental aspects and health and safety risks, based on monitoring
- New regulations

The risk assessment – together with the prevention measures and the summary document – is updated whenever changed risk conditions so require. In this context, each employee can autonomously and promptly report the presence of any dangers or risky situations by directly contacting the Prevention and Protection Service, a Safety Officer, the Company Physician or through the Group’s whistleblowing channel.

In the area of emergency management, the persons tasked with implementing specific measures (fire fighting, evacuation, first aid, site emergencies) have been designated and trained to take action and provide the appropriate support to the workers on site.

A variety of actions are also envisaged when cases of non-compliance are identified as a result of audits, failure to comply with legal requirements, poorly performing processes, cases of repeated non-compliance or situations that generate economic damage, in addition to reported injuries. Corrective actions are finalised by investigating the causes, defining the steps to be taken and those responsible for their implementation, establishing the timeframe for implementation and finally verifying the outcome of the action.

In order to check the adequacy of the working environment and the conformity of processes, periodic inspections are carried out by the designated function directly and/or with the Company Physician, who also ensures the functioning of the Occupational Medicine service in compliance with formal protocols established by the parties. We periodically monitor these efforts in order to:

- Provide all members of the organisation – at different levels and in different ways – with adequate information on the performance of the Safety Management System (SGS).
- Monitor proper application to ensure compliance with requirements.
- Identify the critical points in order to put in place improvement actions to achieve the objectives set.

It is also a fundamental tool for monitoring the suppliers of outsourced processes/services, within the framework of occupational safety regulations.

Overall, we have identified the following major risks:

- Non-compliance with occupational health and safety regulations, which may result in the company’s reputation being tarnished and sanctions being applied.
- Adoption/implementation of an organisational and management model that is inadequate to ensure the fulfilment of legal obligations relating to the health and safety of workers and/or to be exempt from administrative liability.
- Failure to update training on the application of health and safety regulations.
- Inadequate education, information and training.
- Erroneous/inadequate issuance of training attendance and completion certificates.
- Failure to update or make available health and safety documentation.

- Incorrect or incomplete contractual definition of supplies and services.
- Failure/incomplete implementation of everything necessary and possible for the elimination of occupational health and safety risks that can lead to accidents, injuries and occupational diseases.
- Risk of failing to ensure that plant, equipment, workplaces, operating methods and organisational aspects are implemented in such a way as to safeguard the protection of workers, company property, third parties and the community the company operates in.
- Incorrect risk assessment.
- Incorrect identification of the scope for determining the requirements for the protection of workers against health and safety risks.
- failure to implement preventive and corrective actions.
- Inadequate maintenance of plant and equipment.
- Incorrect identification of cases in which the delegation of functions is possible, or the delegation of functions in breach of the limits and conditions laid down by the law.
- Failure or inadequate submission of documentation to public bodies or administrations.
- Conduct contrary to the law and the Code of Ethics during inspections/checks/audits.
- Custody of documents in violation of data protection laws.

We considered the possible underlying causes of the risks identified to be:

- Possible inadequacy in the process of implementation and management of occupational health and safety regulations.
- Exogenous events (accidents or damage to facilities).

The objectives of our controls are to:

- Ensure implementation of everything necessary and possible for the elimination of occupational health and safety risks that can lead to accidents, injuries and occupational diseases.
- Constantly monitor compliance with laws, regulatory requirements and commitments made in the context of Group Policy and all stakeholders.
- Ensure that the tasks and responsibilities of all personnel actively involved in H&S processes have been defined and that the relevant appointments have been made in accordance with regulations.
- Ensure that plant, equipment, workplaces, operating methods and organisational aspects are implemented in such a way as to safeguard the protection of workers, company property, third parties and the community the company operates in.
- Check the proper maintenance of plant and equipment.
- Ensure that all workers are trained and informed of the specific risks associated with the profession and those related to the type of facility by means of a suitable training plan.
- Check that the medical examinations planned according to the regulations have actually been performed.

- Check the activities of suppliers in order to monitor their compliance with the service levels specified in the contract and with regulations.
- Ensure the proper application of the process for managing, updating and archiving health and safety documentation.
- Ensure the availability of health and safety records.
- Ensure the proper implementation of the communication and participation obligations set out in Italian Legislative Decree 81/08 as amended, Articles 35-36.
- Ensure that the hazard identification and health and safety risk assessment has been performed correctly and in compliance with regulations.
- Check that the health and safety preventive and corrective actions identified have been implemented and that they are effective in dealing with the non-conformities identified.

GRI 403-3

In the field of occupational medicine, in 2024 **an agreement was signed with the San Raffaele Resnati Hospital (Milan)** for the management of health surveillance through a coordinating physician and a team of doctors active at all local offices, as well as at the Milan and Lucca sites. The results are analysed monthly by the relevant unit and shared annually during the presentation of the Report pursuant to Article 35, to which the annual Report prepared by the Coordinating Physician is also attached.

GRI 403-1

All company personnel are involved in the implementation of a management system that complies with the requirements of Article 30 of the Consolidated Law on Safety, Italian Legislative Decree no. 81/2008, as detailed in the Safety Procedure.

The Health and Safety Management System of Agos Ducato S.p.A. reflects the principles set out in the Code of Ethics adopted as part of the Organisational Model for management and control pursuant to Italian Legislative Decree no. 231/2001 and the Group's Policies and Values.

OBJECTIVES TO ENSURE WORKPLACE QUALITY AND ENVIRONMENT

Our commitments to promote Health and Safety:

- Design company processes in compliance with the organisational and management model referred to in Article 30 of Italian Legislative Decree 81/2008 through the implementation and simplification of easily replicable procedures based on a careful assessment of all risks.
- Consider prevention an essential element that – where possible – can maintain a minimal level of risk that is within the common/social concept of acceptability through the application of the procedures designed and adopted.
- Implement everything necessary and possible for the elimination of occupational health and safety risks that can lead to accidents, injuries and occupational diseases.
- Ensure that plant, equipment, workplaces, operating methods and organisational aspects are implemented in such a way as to safeguard the protection of workers, company property, third parties and the community the company operates in.
- Promote employee well-being through company welfare programmes and solutions that can strike the right balance between professional and private life.

Our commitments to promote awareness and company culture in the area of Health and Safety:

- Define the duties and responsibilities of all personnel actively involved in processes related to health and safety at work, scheduling specific refresher and training courses.
- Implement and plan an information and awareness-raising system for all employees on the specific risks related to the profession

they perform and those related to the type of facility and working methods.

- Promote communication and consultation among all employees to develop staff awareness in the field, improving understanding of their role and potential, both to prevent risks and to respond effectively in dangerous or emergency situations.
- Support a common vision to successfully achieve safety objectives.

Our commitments to ensure compliance with all applicable regulations:

- Constantly ensure the assessment and consequent application and compliance with the relevant legislation and regulatory requirements in accordance with internal regulations, as well as the Group’s policies and values and the commitments made with all stakeholders.
- Constantly monitor compliance with the procedures adopted through control and listening operations, including procedures and controls regarding the protection of personal data pursuant to the “Data processing and privacy” Procedure in compliance with the GDPR and Privacy Code.

Our commitments in managing suppliers and partners:

- Strengthen cooperation with all suppliers, achieving adequate standards of health, safety and efficiency in process management, in accordance with the “Purchasing” Procedure and the relevant regulations in the Consolidated Law on Safety no. 81/2008.

Our commitments to continuous improvement:

- Implementation and application of a system for the control and analysis of the effectiveness of the procedures adopted pursuant to Article 30 of Italian Legislative Decree 81/2008, which takes into account elements of higher risk for employees, such as:

- a) Injuries
 - b) Accidents
 - c) Hazardous situations that have been reported or taken place
 - d) Non-conformities, corrective actions or preventive actions
- with registration of the results to be compared with the objectives set, for the purpose of planning improvements.

ROLES, RESPONSIBILITIES AND INFORMATION ON THE OCCUPATIONAL SAFETY MANAGEMENT SYSTEM

The occupational safety management system provides for the appointment of a Head of the Prevention and Protection Service (RSPP) and of a Prevention and Protection Service Officer (ASPP) by the legal representative in his capacity as “Employer”, with such persons being assigned the duties envisaged by Italian Legislative Decree 81/08 as amended.

As an Executive with Delegated Functions, the Head of Finance: a) appoints the company physician to carry out health surveillance, b) designates in advance the employees responsible for implementing fire prevention and firefighting measures, for evacuation of the workplace in the event of serious and immediate danger, for rescue, first aid and in any case for emergency management, c) the supervisors for workplace safety pursuant to Italian Legislative Decree 81/08.

The same Executive with Delegated Functions more generally coordinates the operations to achieve the above objectives concerning the quality of the working environment, as well as the processes for measuring the performance levels of those objectives. For this purpose, the executive coordinates with the RSPP for the more specific aspects of that role and makes use of company functions with technical assignments for infrastructure management, reporting to the Chief Executive

Officer for the necessary actions. The role of RSPP also acts as a coordinator among the company functions involved, with the aim of finding the most appropriate level of trade-off between regulatory aspects and the specific characteristics of the company’s operations, as an enabler for the end-to-end implementation of the initiatives agreed from time to time, overseeing the specific and potential risks of the operating model. Note that the occupational safety management model, based on staff involvement through the system of appointments of all the designated roles, is founded on the principle of distributed and widespread governance, with the aim of ensuring an effective and efficient oversight of all risks. Each year the legal representative (as “Employer”) and the Board of Directors receive an annual report on workplace health and safety pursuant to Article 35 of Italian Legislative Decree 81/08. In addition, periodic updates are provided in the Safety Committee and with the Supervisory Body.

GRI 403-4

There are **eight Workers’ Safety Representatives (RLS)** in the company who are involved, consulted and informed with respect to the risk assessment process and other aspects (cooperating in particular in the drafting of the work-related stress assessment). As required by Legislative Decree 81/08, periodic meetings are scheduled between the RLS and the RSPP in which health and safety issues are discussed.

As in 2023, the risk assessment pursuant to Italian Legislative Decree 81/2008 and the work-related stress assessment did not reveal any risk factors (“low” risk).

GRI 403-5

HEALTH AND SAFETY TRAINING AND AWARENESS

With regard to training in the area of health and safety in the workplace, we provide update and information programmes for all employees – including new hires – and for specific roles such as Executives, emergency specialists, supervisors, companions for people with disabilities, BLSD (Basic Life Support and Defibrillation) operators.

Specific safety training continued in 2024, including a video clip to support the emergency and evacuation plans of the Milan headquarters.

GRI 403-6

Prevention and well-being

In order to promote people’s overall well-being, we have long been committed to complementing workplace protection measures with **a range of initiatives to support health in areas not strictly related to work**.

One of the main voluntary measures offered to employees is **a supplementary health insurance policy**, managed directly by the HR team, designed to facilitate access to medical care and services.

In terms of support for psychological well-being, the **psychological counselling service** continues, guaranteeing a professional listening space to deal with situations of fragility or distress.

Prevention is also a very important asset: every year we promote flu vaccination campaigns with facilities at the Milan and Lucca offices and in medical centres in some cities where local branches are located.

We have also completed the Cardio-Protected Company project with the **installation of two semi-automated AED defibrillators** at the Milan office and the consequent training of personnel in their use as BLSD operators.



Special attention is also paid to **early diagnosis** through a series of programmes carried out in collaboration with LILT (Italian League for the Fight Against Cancer).

After the breast cancer early diagnosis screening programme carried out in 2023, we completed the prevention education project aimed at spreading greater awareness of proper lifestyles and preventive check-ups.

GRI 403-7

We continued our commitment to preventing, reducing and effectively managing the potential negative impacts related to health and safety at work, particularly those directly linked to operational activities.

We have adopted **an integrated approach** articulated in **seven key areas**:

- 1. Risk assessment
- 2. Implementation of preventive measures
- 3. Monitoring and review
- 4. Worker involvement
- 5. Regulatory compliance
- 6. Culture of safety
- 7. Incident response

For a more detailed description of the content of the risk assessment document, see what was reported in the 2023 ESG Report – pp. 96-99 >

GRI 403-8

Workers covered by an occupational health and safety management system	Employees (no.)	Employees (%)	Non-employees (no.)	Non-employees (%)
Covered by an occupational health and safety management system	1,986	100.00%	0	0.00%
Covered by a system subject to internal audit	1,986	100.00%	0	0.00%
Covered by a system that has been audited or certified by independent third parties	0	0.00%	0	0.00%

GRI 403-9

Work-related injuries

Employees	Men	Women	Total
Number of recordable work-related injuries	5	16	21
of which, number of deaths as a result of work-related injuries	0	0	0
of which, number of high-consequence work-related accidents (excluding fatalities)	0	0	0
Hours worked	1. 333,065.28	1,687,630.73	3,020,696.02
Rate of recordable work-related injuries	3.76	9.48	6.95
Death rate due to work-related injuries	0.00	0.00	0.00
Rate of serious accidents in the workplace	0.00	0.00	0.00

External workers	Men	Women	Total
Number of recordable work-related injuries	0	0	0
of which, number of deaths as a result of work-related injuries	0	0	0
of which, number of high-consequence work-related accidents (excluding fatalities)	0	0	0
Hours worked	0.00	0.00	0.00
Rate of recordable work-related injuries	0.00	0.00	0.00
Death rate due to work-related injuries	0.00	0.00	0.00
Rate of serious accidents in the workplace	0.00	0.00	0.00

In general, there are no workplace hazards at Agos that pose a risk of serious injury. In order to minimise dangers and risks, there are constant discussions with the various managers and meetings with the Workers’ Safety Representatives. For branches located in Campi Flegrei, an information document on earthquake risks has been prepared. In customer network branches, information is made available on the safe use of appliances (e.g. refrigerators, microwave ovens). Information sessions are also held with the staff of local branches to raise awareness among the workforce on the use of certain devices (for example the proper use of emergency remote controls). The process of investigating injuries and their main causes is done in accordance with the requirements of the articles of Italian Legislative Decree 81/08.

No employee was excluded from this disclosure.

Diversity & Inclusion (D&I)

GRI 405-1, 405-2

	< 30 years old			30-50 years old			> 50 years old			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	0	0	0	7	2	9	12	8	20	19	10	29
Managers	0	0	0	177	103	280	180	130	310	357	233	590
White-collar workers	18	49	67	300	512	812	151	337	488	469	898	1,367
Blue-collar workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	18	49	67	484	617	1,101	343	475	818	845	1,141	1,986

Note: seconded employees and interns are excluded from the count.

At Agos we believe that diversity is a source of wealth and that inclusion is the key to turning it into value. Each person brings their own story, talent and perspective, which enrich our world and make us stronger, more innovative and closer to everyone’s needs.

Promoting Diversity & Inclusion means creating an environment where everyone feels free to be themselves, respected and valued. A place where differences become opportunities and uniqueness turns into shared resources.

Since 2020 we have dedicated the month of November to inclusion, promoting webinars, events and discussions on issues such as gender equality, disabilities, the generational gap and LGBTQ+ identity.

As already underlined when speaking of “mixité”, we are committed to ensuring that no personal characteristic – social, religious or ethnic – becomes grounds for discrimination. This principle guides both staff selection processes and daily life in the workplace, ensuring fair treatment in economic and social terms, consistent with the principles that are also expressed in our Code of Ethics.

To confirm our commitment to these matters, we created a new coordinating role for the various initiatives – the D&I Officer – who oversaw the reorganisation of the D&I community into different streams, where participants address well-defined topics ranging from inclusion to gender equality, people & culture and the Agos women’s community, Wond(h)er.

The focus on gender equality also translates into concrete action that enabled us to improve the CA PFM Group “gender equity” indicator, for which we reached a value of 89 out of 100 in 2024 (up from 2023). The parameters considered are: remuneration gap, salary increase gap, promotion gap, maternity leave salary and the 10 highest salaries.

Women/men ratio	Average basic salary	Total average salary
EXECUTIVES	0.99	0.88
MANAGERS	0.95	0.92
WHITE-COLLAR WORKERS	0.99	1.00

Another acknowledgement of our progress with respect to gender was the award of Gender Equality Certification in October 2024 with a score of 91/100.

This milestone represents a compass that will allow us to solidify the results achieved so far and improve further in the coming years, in line with the action plan agreed with the certifying body. Among the most relevant initiatives included in the plan are company welfare initiatives and services supporting parenting and work-life balance, such as remote working and other measures for organisational flexibility.

Our commitment is also reflected in our participation in initiatives such as **“4 Weeks 4 Inclusion”**, a marathon dedicated to inclusion involving numerous Italian companies.

To raise awareness on D&I issues the company has made training on diversity and inclusion topics – with a focus on gender equality – compulsory for all employees: in 2024 the mandatory course **“Unconscious bias”** was provided, focused on implicit prejudice.

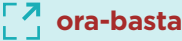
Through these initiatives we work every day to build a workplace where everyone can express themselves, their potential and contribute to our collective success.



IN SUPPORT OF VICTIMS OF VIOLENCE

We remain committed to preventing and combating all forms of violence through concrete initiatives designed to protect people’s dignity and safety.

Since 2020 we have run the campaign **“Women victims of gender violence”**, which allows our female customers enrolled in a certified protection programme to request the suspension of the principal portion of their loans. We handle each request in a personalised and confidential way, in full respect of their privacy.



As part of our Diversity & Inclusion programme we have also signed an agreement with trade unions to **offer concrete support to Agos employees** experiencing violence in any form. An agreement was signed in 2022 and updated during 2024 by

our D&I team to ensure its full relevance and reinforce its effectiveness.

We have added **awareness-raising initiatives on language, behaviour and stereotypes** with the aim of increasing awareness that violence can take many forms – physical, psychological, verbal, relational – that are often invisible but no less harmful.

Hoping never to have to resort to these tools, we remain open to listening, improving and acting, convinced that respect and safety are the foundations of a healthy, fair and inclusive work environment for all.

ANNUAL D&I EVENTS AND INITIATIVES

In 2024 we continued our commitment to Diversity & Inclusion through a rich calendar of initiatives:

January - February

- Meetings of the Wond(h)er women’s community on archetypes, to highlight strengths and reflect on areas for individual growth.

March (D&I Week)

- First edition of the “D&I Week” event inspired by the values of the Crédit Agricole Group (Equal Opportunity, Representativeness, Responsibility, Openness, Curiosity, Solidarity). Two opportunities for dialogue were organised:
 - Webinar with Valentina Tomirotti on disabilities and accessibility
 - Meeting with Andrea Batilla on body shaming

April - May

- Start of the process for UNI/PdR 125:2022 Gender Equality Certification, with the formation of the steering committee and KPI collection.

June - July

- Meeting with Lara Lago (“Il peso in avanti”) on body shaming and awareness
- “Menopause and beyond” event in collaboration with LILT
- Approval and launch of the Caregiver pilot project
- First phase of the audit for Gender Equality certification, with Bureau Veritas

September

- Second phase of the audit for Gender Equality certification, with Bureau Veritas
- Operational launch of the Caregiver project
- Participation in the Run for Inclusion

October

- Receipt of Gender Equality certification (91/100)
- Informative webinar on Caregivers
- Celebration of Wond(h)er’s 5th anniversary
- Presentation of the Winning Women Institute award

November (D&I Month)

- Five weekly sessions of dialogue and discussion:
 - Ilaria Marchionni – Il valore non ha età (Value has no age)
 - Isa Borelli – Affermazione di genere (Gender affirmation)
 - Alessandra Kustermann – Cascina Ri-Nascita (Rebirth farmstead)
 - Andrea Lanfri – Toccare il cielo con le dita (Touching the sky with your fingers)
 - Roberto Turati and Raffaella Bracco – L’arte dietro la follia (The art behind madness)

December

- Webinar with AGPD (promoted by Crédit Agricole Italia)
- General meeting of the D&I community
- Awarding of STEM scholarships to employees’ children
- Scholarship donations for STEM master’s degrees at “La Sapienza” University of Rome and “La Statale” University of Milan

“ Today it is essential to consider ESG factors as key elements in business decisions, not only for ethical reasons but also for strategic and financial reasons.

Sara Ciapparelli
Credit Risk Data Professional

”

“ Integrating environmental, social and governance risks is crucial because it allows us to improve risk management, increase resilience, attract investors and create long-term value.

Ennio Zanini
Head of Risk Management

”

DIALOGUE no.

5

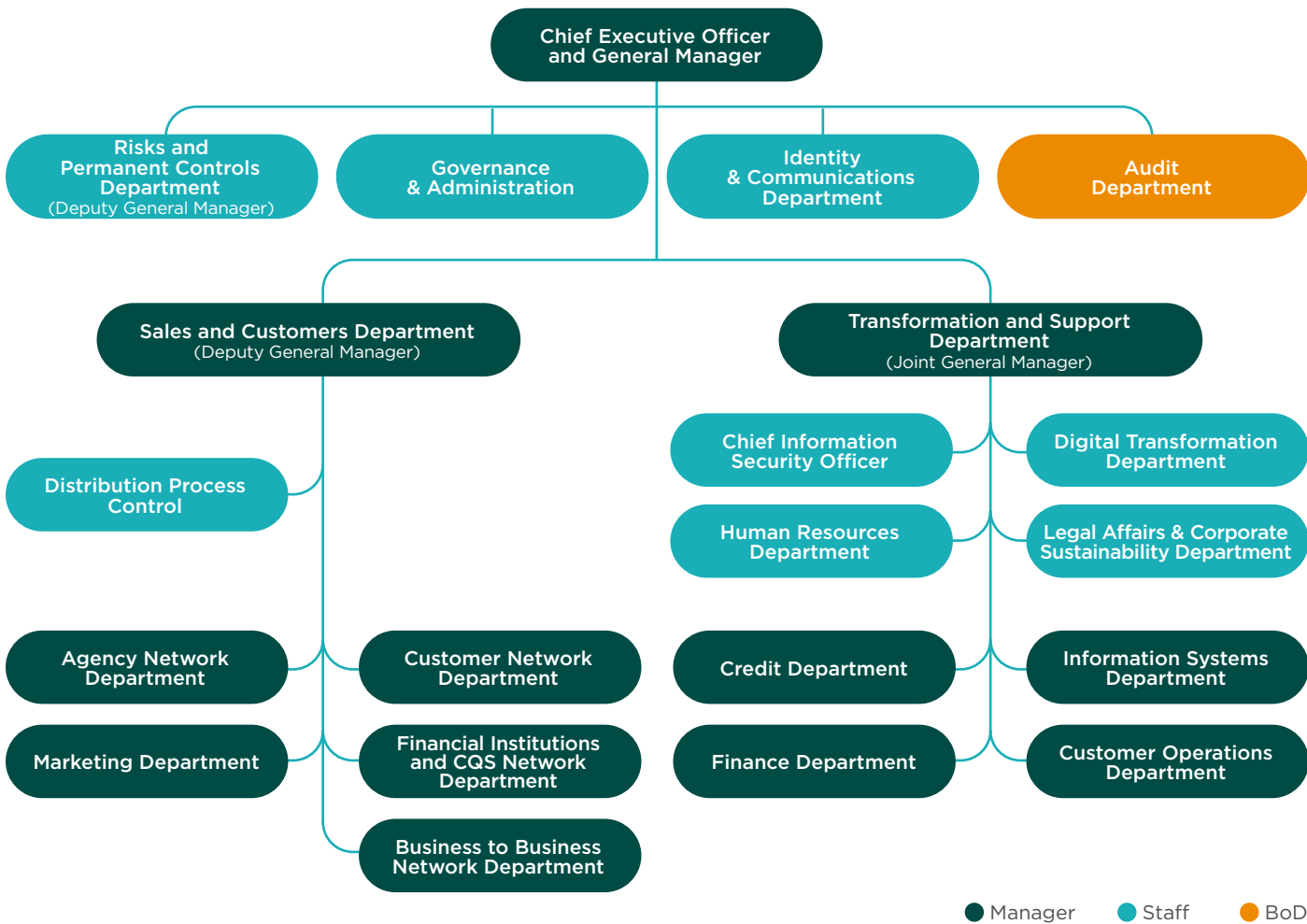
Governance

PILLAR G

Governance at Agos

GRI 2-9, 2-13

The definition and organisation of responsibilities within our company are based on the powers granted to the Chief Executive Officer by the Board of Directors. Based on these powers and Internal Regulations, the Departments receive and assign specific tasks, formalising them within the organisational structure through specially designed rules and processes as well as policies approved by the Board itself. Any change to the structure is incorporated through the updating of the Internal Regulations, following the decisions of the Chief Executive Officer in implementation of the guidelines of the Board of Directors.



The organisational chart remains unchanged from 2023, with the exception of the title of certain senior roles. The operational structures reporting directly to the Chief Executive Officer and General Manager are illustrated in the diagram.

The Audit Department reports to the Board of Directors.

Decision-making and oversight of the management of ESG impacts are entrusted to the Sustainability Committee, which implements the strategic guidelines defined by the Board of Directors also with respect to sustainability.

GRI 2-10

The appointment of members of the Board of Directors is the responsibility of the Shareholders' Meeting, which in compliance with the Articles of Association and the criteria set out in Article 26 of the Italian Consolidated Banking Law and Italian Ministry of Economy and Finance Decree no. 169/2020 resolves on appointments for a period of no more than three financial years, established at the time of appointment, with expiry on the date of the Shareholders' Meeting.

At the Management level, an **“Internal Controls and Risks” Board Committee was established** in 2024 within the Board of Directors and is composed of two non-executive Directors and one Independent Director. It supports the Board of Directors on risk matters, including risks connected with environmental, social and governance (ESG) factors, and on the internal control system.

The functioning of governing bodies is defined in the policy “Functioning of corporate bodies and information flows”.

The members are selected from among the persons suitable for the position and must therefore meet the requirements of professionalism, integrity and independence and fulfil the criteria of expertise, propriety and independence of judgement. In accordance with the regulations, members of corporate bodies must be fit to hold office for their entire term.

The only stakeholders involved in the nomination and selection of the members of the Board of Directors are the shareholders, who also nominate them in consideration of the aforementioned criteria and the guidance of good practice. The independent member is appointed by the Shareholders' Meeting following an examination of their independence requirements and ESG expertise by the Board of Directors.

At Agos, different skills and gender diversity are of great importance in defining the composition of the Board of Directors.

All the members of the Board of Directors must act with full independence of judgement and awareness of the duties and rights inherent in their office, in the interest of sound and prudent management and in compliance with the relevant laws applicable from time to time.

GRI 2-9

COMPOSITION OF THE BoD

	Number			Percentage		
	♀ WOMEN	♂ MEN	TOTAL	♀ WOMEN	♂ MEN	TOTAL
Total members	2	6	8	25.00%	75.00%	100.00%
Non-executives	2	5	7	25.00%	62.50%	87.50%
Executives	0	1	1	0.00%	12.50%	12.50%
With a requirement of independence	1	0	1	12.50%	0.00%	12.50%
Of under-represented social groups	0	0	0	0.00%	0.00%	0.00%
With expertise on ESG issues	1	0	1	12.50%	0.00%	12.50%

The term of office of members of the Board of Directors is three years and is renewable, expiring with the approval of the Financial Statements as at 31/12/2025. On 3 June 2024 Louise Chevalier replaced the resigning Valérie Wanquet.

- On the basis of the statements made by the Directors for the purposes of Article 36 of Italian Law 214/2011, the following appointments were made:
- Gasparri - Banco BPM Assicurazioni SpA - Director; Vera Assicurazioni SpA - Director; Vera Protezione SpA - Director; Numia Group SpA - Director and vice chair.
 - Maioli - Director of Crédit Agricole Italia SpA; Director of Amundi SGR SpA; Director of Crédit Agricole Vita SpA; EC and Management Member and Senior Country Officer for Italy of CA SA.
 - Priami - Chair of the BoD of CA Auto Bank SpA (formerly FCA Bank SpA); Chief Executive Officer of CA CF (France); Director of Wafasalaf (Morocco), CA Leasing & Factoring (France), Crédit Agricole Payment Services (France), all companies of the Crédit Agricole S.A. Group.
 - Chevalier - Director of Credibom (Portugal), a company of the Crédit Agricole S.A. Group.

The shareholders are represented in the Board of Directors as stakeholders.

GRI 2-11, 2-17

The Chair of the Board of Directors is not a senior executive of Agos but is Chair of the BoD of CA Auto Bank SpA (formerly FCA Bank SpA); Chief Executive Officer of CA CF (France); Director of Wafasalaf (Morocco), CA Leasing & Factoring (France), Crédit Agricole Payment Services (France), all companies of the Crédit Agricole S.A. Group.

He chairs the governance committee of the “commitment-driven company” where issues relating to commitments – in particular social and environmental commitments – are discussed. All ESG issues are discussed and validated during the Group’s executive committees chaired by him (carbon reduction trajectory, operational carbon footprint, CSRD, financing of electric vehicles, financing of energy renovation, etc.). At the CEO’s request, the progress of the ESG policy is also presented each year to the board of directors of CA PFM.

He is also a member of Crédit Agricole Group’s Net Zero Committee, where the Group’s main environmental guidelines are decided. On the social front, he led the creation of the For Youth endowment fund and the launch of the IES in all Group entities and the implementation of the human project, particularly in terms of diversity and equal opportunities. As a member of the Executive Committee and the Management Committee of Crédit Agricole SA, he regularly participates in the Group’s main issues and in raising awareness on ESG matters. He also maintains regular dialogue with NGOs and public authorities on ESG issues. He regularly speaks on these issues in the media, on social networks, on third-party platforms and in podcasts with the Group’s main partners. He is a member of the Institute of Sustainable Finance.



BOARD OF DIRECTORS AND MANAGEMENT COMMITTEE ROOM AT GREENLIFE 280 IN MILAN

The new ESG governance

Sustainability is integrated across the operations of all functions, fostering systemic and strategic development in line with the ESG guidelines approved by the Board of Directors.

To make the sustainability strategy tangible and shared, at Agos we adopted a **hybrid operating model** structured on two complementary levels:

1. **A cross-cutting governance system** that ensures periodic dialogue – at least quarterly – within the Sustainability Committee, with the possibility of more frequent meetings depending on operational needs.
2. **A dedicated function** within the Legal Affairs & Corporate Sustainability Department called Corporate Sustainability (its establishment – together with that of the Sustainability Committee – was approved by the Management Committee back in 2020), responsible for coordinating ESG matters and integrating them into the company’s operations.

Each function involved contributes with specialised initiatives that relate to its areas of responsibility in accordance with the Sustainability Plan, the Strategic Guidelines and the Medium-Term Plan approved by the Board of Directors.

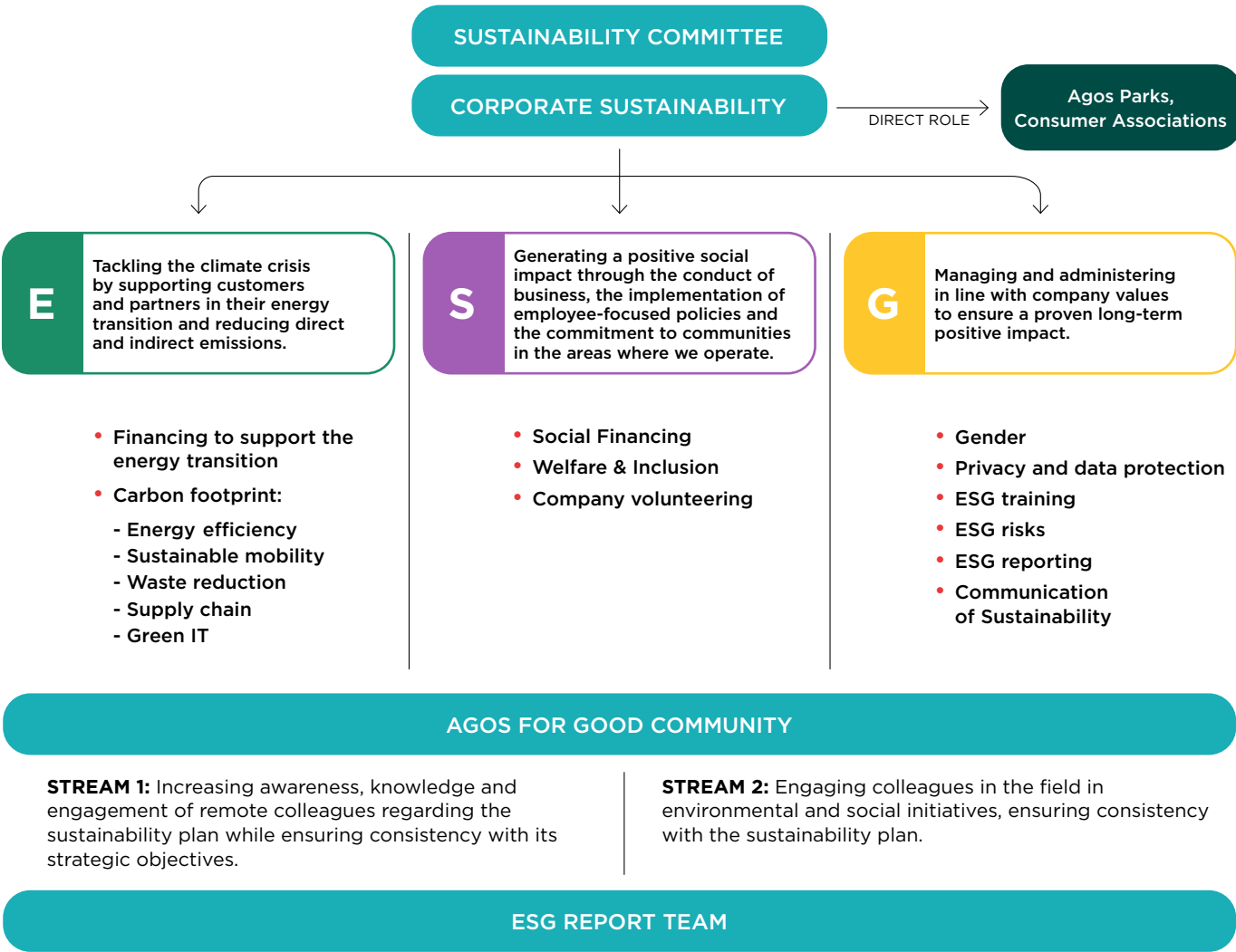
The experience of the first ESG Report published in 2024 led us to consider **reorganising the objectives and initiatives of the Sustainability Plan so as to align them with the standard E, S and G pillars**. This evolution also stems from the need to focus the company’s commitment on streams that have already been launched but are strategic for sustainability.

With a view to **streamlining the organisational structure**, we considered removing the Pillar Manager in favour of direct reporting by the Stream Manager to the relevant Sponsor.

The Corporate Sustainability function continues to play its coordinating and steering role.

The new governance was approved by the Management Committee and shared in the Sustainability Committee on 10 July 2024 and officially launched in September 2024.

A HYBRID ORGANISATION



A new structure called the ESG Report Team was created, a cross-functional working group composed of representatives of the various Departments responsible for gathering information for the ESG Report for their areas, both in terms of quantitative and qualitative aspects.

The Team is **co-sponsored** by the Legal Affairs & Corporate Sustainability and Finance Heads and coordinated by the two Departments through the Corporate Sustainability Expert and the 2nd-Level Finance Controls Manager.

Specific training is provided to Team members on sustainability disclosure regulations so that they can comply with the provisions in force from time to time.

ESG reporting

Our **Board of Directors** exercises its decision-making role **supported by a solid reporting system**, which provides precise details on the progress of sustainability indicators.

Accurate reporting of sustainability KPIs allows us not only to meet growing regulatory expectations but also to identify new opportunities and guide our decisions in a structured way.

The stream relating to ESG reporting was created with the aim of providing us with a tool for monitoring the main drivers to facilitate the alignment of operations with sustainability objectives, enable close oversight by organisational units and support the strategic choices of the Management Committee and the Sustainability Committee.

The Data Management Office (DMO) and the CA PFM Group defined **a series of dashboards and processes** that, thanks to the valuable contribution of the various departments impacted, form the fundamental basis for a proper flow of information to the Sustainability Committee, the Management Committee, the Board of Directors and the CA PFM Group.

In 2024 the DMO collaborated with the Risk and Permanent Controls Department to **integrate climate and environmental risks into the Risk Appetite Framework**.

The scope of ESG reporting also includes communication to the outside world of our commitment and impact in environmental, social and economic terms.



Sustainability Committee

The Sustainability Committee is the cross-functional body responsible for guiding the operational implementation of the strategic guidelines defined by the Board of Directors on sustainability and the integration of ESG factors. Chaired by the Chief Executive Officer and coordinated by the Legal Affairs & Corporate Sustainability Head, **it involves the main company functions** as envisaged in the Internal Regulations of the Committees.

The standing participants include the Department Heads and managers of the following areas:

- Sales and Customers (Joint Sales General Manager)
- Risk and Permanent Controls (Risk Management, Compliance, Financial Security)
- Marketing
- Identity & Communications
- Human Resources
- Loans
- Finance (including General and Real Estate Services)
- Legal Affairs & Corporate Sustainability
- IT Systems

Depending on the topics addressed, the Committee may invite other colleagues involved in order to provide specific expertise.

It periodically develops and updates the Sustainability Plan, defining specific objectives and related initiatives, monitoring KPIs and cross-cutting actions.

It ensures the ongoing consistency of the Plan with the “Next25” strategic guidelines approved by the Board of Directors.

It ensures the coordination of information flows with the other governing bodies and the relevant functions.

A Sponsor is appointed for each pillar of the Sustainability Plan, such Sponsor being chosen from among the Department Heads who are members of the Management Committee.

This role is tasked with:

- Supporting and guiding the manager of each Pillar in achieving the objectives.
- Actively promoting the related initiatives within the relevant company Committees.

The Corporate Sustainability function

Within the Legal Affairs & Corporate Sustainability Department, this function is **responsible for proposing and coordinating our sustainability strategy**, ensuring consistency with company strategies and with what has been defined by the Board of Directors. It works in liaison with the Sustainability Committee, to which it provides methodological and operational support in the implementation of the Plan, in synergy with the main institutional and regulatory stakeholders, both at the national and international levels.

Specifically, it:

- Draws up the Sustainability Plan and related policy.
- Coordinates the implementation of the initiatives envisaged by the Plan, supporting the Pillars in carrying out the operations.
- Assists company structures in bringing the initiatives to fruition, monitoring progress and reporting to top management.
- Maintains oversight of ESG matters within the CA PFM Group, participating in specific committees involving the product companies of the Crédit Agricole Group in Italy and the international Business Units.
- Manages dialogue with external stakeholders.
- Contributes to defining sustainability KPIs and oversees the reporting system.
- Launches local projects linked to the objectives of the Sustainability Plan, organised within the three Pillars.

The Stream Manager

Appointed by the Pillar Sponsor, this person **works in close coordination with the Corporate Sustainability function** and has the following tasks:

- Propose or identify projects in line with the ESG objectives in its area
- Guide and coordinate the implementation of initiatives
- Ensure the involvement of the relevant company functions
- Manage the action plan, the associated budget and the KPIs
- Report to the Sponsor and to the Sustainability Committee on progress

The Agos for Good Community

Formed by employee volunteers who choose to represent sustainability values within the company, our Community **acts as a bridge between the Pillars and the organisation as a whole**. It promotes the culture of sustainability through:

- Proposing local projects consistent with the principles approved by the Sustainability Committee
- Supporting initiatives to engage colleagues
- Disseminating the Sustainability Plan within the company

Agos for Good initiatives are described in the “Personal Growth – Agos Culture” section among the “Break for Good” initiatives.

Ethics and governance

GRI 3-3

Ethics and responsibility: the foundations of our company culture

Operating according to ethical, responsible principles means strengthening ties with customers, protecting the company’s reputation and providing our employees with a workplace based on trust and belonging.

Promoting proper conduct and having suitable management and control structures in place represent a pillar of social responsibility and operational transparency. A governance system based on solid moral values increases perceived reliability, attracts quality customers, safeguards economic stability and mitigates risks related to fraud, corruption, reputational damage or unfair business practices.

We are convinced that the commitment to integrity and compliance with laws can and must be translated into concrete tools capable of generating positive impacts both within the organisation and in the external context we operate in.

In 2024 we proposed a focus on ethics in practical contexts to colleagues through gamification: **“You and Ethics: take the quiz!”**, a simple, engaging way to strengthen the culture of ethics throughout the Crédit Agricole Group.

With regard to customer communications **we updated the advertising guidelines in line with the law on greenwashing and the guidance from CA PFM**.

Our Code of Ethics

From our perspective, acting ethically means pursuing sustainable profitability over time while respecting the principles of integrity, legality, transparency and proper conduct. This approach aims at creating shared value for all our stakeholders.

Consistent with the principles of the Crédit Agricole Group’s Code of Ethics, the Agos Code of Ethics is updated as needed and clearly sets out the responsibilities assumed towards customers, partners, institutions and Supervisory Authorities. It also defines the values and conduct expected from employees, contractors and third parties.

Also in 2024 we wish to reaffirm that compliance with regulations is not only a legal obligation but an essential value. Conducting all our operations in a compliant manner is an integral part of our identity and mission.

As a key component of our governance strategy, the Code of Ethics encompasses principles and rules that guide both internal processes and external relations. Each director, statutory auditor, employee or contractor is required to adhere to these principles, pursuing conduct consistent with professional ethics.

Our Code of Conduct

Alongside the Code of Ethics, the Code of Conduct translates ethical commitments into operational behaviour to be adopted on a daily basis.

It is designed as a compass to guide the actions of all those working within the Group and reflects Agos's determination to provide excellent service to customers and other stakeholders.

Culture of ethics and empowerment of people

The concrete integration of our ethical principles takes place through:

- **Training and onboarding:** every new hire receives a copy of the Code of Ethics and the 231 Model, with a declaration of acknowledgement and commitment to compliance.
- **The involvement of external partners:** parties engaged in sensitive operations are required to sign a commitment to act in line with our Model. In 2024 a specific clause was added to all contracts, agreements, agency mandates and collaboration arrangements requiring respect for human rights, environmental protection, social responsibility and the fight against corruption.
- **Training programmes:** we provide mandatory courses for all Agos staff aimed at building awareness of ethical issues, with additional modules for sensitive roles. In 2024 the mandatory training modules included:
 - Fighting Corruption
 - Antitrust
 - Code of Ethics
 - International Sanctions
 - Anti-Corruption (for exposed persons)
 - GDPR

All courses conclude with a mandatory learning assessment test.

Risk prevention and control system

To ensure the effectiveness of our model, we have adopted a system of formalised delegations and a **multilayered control framework:**

- Line controls, carried out systematically to ensure proper operations
- Risk and compliance controls handled by the Risk and Permanent Controls Department
- Internal audit controls carried out by the Audit Department to assess the effectiveness of the entire system

Any violations are subject to disciplinary sanctions for employees and contractual measures for external parties.

Compliance and monitoring

Responsibility for reporting on compliance with laws and on the implementation of the compliance plan lies with the Compliance Function through **an annual report** that includes:

- Risk assessment
- Gap analysis
- Recurring controls
- Training support

Quarterly monitoring verifies the level of compliance with laws on anti-corruption, conflict of interest, transparency, consumer protection, insurance distribution and many other areas. Any violation is promptly reported.

ESG regulations and 2024 updates

We promptly incorporated new regulations by taking action on several fronts:

- Updating policies, contractual documents and training
- IT and operational updates
- Alignment of governance

A **specific ESG assessment was also carried out** to verify the applicability of sustainability regulations to Agos. The process included:

- Identification and analysis of regulatory sources
- Breakdown into detailed requirements
- Identification of areas for improvement
- Development of a shared, monitored alignment plan

Integrity and control safeguards in company governance

Management of conflicts of interest

GRI 2-15

We adopt a structured approach to preventing and managing potential conflicts of interest in accordance with sector regulations, including the provisions on collective bargaining. To support this commitment, in addition to the Code of Ethics, the “Regulation on Conflicts of Interest and related parties” Policy was defined and approved by the Board of Directors.

This regulation aims to **identify, govern and mitigate any possible conflicts, particularly in dealings with third parties** or in the case of granting financing to directors, executives, employees or their family members.

Given the nature of the officers appointed by the shareholders, any potential conflicts of interest mainly arise in transactions with related parties. In such circumstances the officer must declare the conflict transparently and explicitly state their position during deliberations, before casting their vote.

As the officers are appointed by the shareholders, the only situations of conflict of interest typically arise in transactions with related parties. In such cases, if the officer is in a conflict, they must justify their position before voting.

Critical communications to the governing bodies

GRI 2-16

Each year the Agos Compliance function submits to the Board of Directors the “Compliance Report”, the “Comprehensive Complaints Report”, the “Insurance Distribution Report” and the “Antitrust Compliance Report” in compliance with the requirements of the applicable regulations issued by the Bank of Italy and incorporated in the company’s regulations (“Guidelines for the management of non-compliance risk” Policy and the Procedure on “Information flows of the Bodies and Control Functions within the Internal Control System”).

Annual reporting on these matters is drafted with the aim of informing the Company’s Bodies of:

- The results of operations carried out to safeguard non-compliance risk
- The assessments of adequacy and effectiveness of procedures and organisational initiatives as governed by the Italian Consolidated Banking Act
- The remediation plans to overcome any areas of weakness
- The planning details of initiatives scheduled for the following year

Remuneration policies

GRI 2-19, 2-20, 2-21

At Agos we define remuneration strategies through the Remuneration Policy approved each year by the Board of Directors and subject to systematic review. The Management Committee oversees the salary review process and validates the criteria for salary increases and bonus allocation, without the involvement of external consultants.

Our remuneration policies are **developed in line with the Group’s guidelines** and in compliance with national and European regulations (in particular CRD IV and V), Bank of Italy regulations and CA PFM guidelines. They are **based on the values of transparency, sustainability and fairness** and reflect tangible objectives in these areas, assigned directly to staff.

Remuneration philosophy

Our approach balances the needs of a competitive market with the legitimate expectations of employees, shareholders and customers.

Pay equity is a fundamental principle. Every evaluation is based on merit and professionalism, with no distinction of gender, ethnicity, religious, political or sexual orientation.

We have also introduced **specific measures to further reduce the already limited gender pay gap**.

In compliance with legal and regulatory provisions, the policy envisages sustainable and responsible remuneration systems.

By way of example, the ratio between the annual remuneration of the highest-paid person in Agos and the median of employees (excluding the top earner) is 9.33.

Variable remuneration and incentive system

Variable remuneration, intended for the Management Committee and “Identified Staff”, is linked to:

- Company and Group results
- Risks taken
- The sustainability of performance over time

It is a management tool designed to:

- Attract and retain talent
- Recognise merit
- Align the interests of the company, employees and stakeholders
- Promote sound risk management
- Ensure gender equality in remuneration policies

Our incentive systems are **defined in line with the ESG factors expressed in the “Next25” Plan** and in the Group’s strategy.

The principles on which the policy is based include:

- Consistency between responsibilities and remuneration
- Legal compliance
- Competitiveness with the market
- Fairness and merit
- Economic sustainability in the short and long term
- Prevention of risky behaviour
- Subsequent corrective mechanisms (clawbacks) in the event of unlawful or harmful conduct up to five years after the variable remuneration has been paid

Furthermore, no deferred variable payment is envisaged in the event of early termination, except in cases validated by the Board of Directors on the proposal of the CEO of CA PFM.

The variable component is assigned on the basis of a multi-level assessment that includes:

- Economic objectives (50%), based on indicators linked to profitability, risk management, cost of liquidity, company and Group performance.
- Non-economic objectives (50%), organised into three areas:
 1. Human capital: assessment of managerial skills, ability to attract and develop talent, promotion of integrity, responsibility towards staff and ESG culture (e.g. participation in social and environmental initiatives).
 2. Internal/external customer: customer service (measured with NPS), adaptability, transparency and customer protection.
 3. Society and external impact: compliance with rules, social responsibility, environmental and sustainability awareness, building positive relationships with external stakeholders.

GRI 2-21

In 2024 there was no percentage increase in the total annual remuneration of the highest-paid individual compared with 2023.

The percentage increase in median annual total remuneration for all employees from the previous period to the current period, excluding the highest paid employee, was 2.40%.

The remuneration of the entire Agos population (excluding interns and temporary workers) was considered, excluding the highest-paid employee. The calculation was based on gross annual remuneration including all contractual pay elements.

GRI 2-23

Organisation, Management and Control Model

We have adopted an Organisation, Management and Control Model pursuant to Italian Legislative Decree no. 231 of 8 June 2001, recognising its value both as an awareness-raising tool for all those who act in the name and on behalf of the Company and as an effective safeguard to prevent the offences and administrative violations envisaged by law.

Through the adoption and constant updating of the Model we pursue the following specific objectives:

- Strengthening of awareness among those involved in “sensitive” operations (i.e. company areas where, by their nature, the offences envisaged by Italian Legislative Decree 231/2001 could be committed) of the disciplinary, contractual, administrative and criminal consequences they face in the event of rule violations.
- Reaffirming the commitment against unlawful behaviour, deemed not only contrary to the law but also incompatible with the values and ethical principles that guide our daily operations.
- Enabling prompt and corrective action through the monitoring of risk areas and the activation of targeted initiatives to prevent or contain non-compliant conduct. To this end, we rely on a structured system of information flows to the Supervisory Body, which can also receive reports through the whistleblowing procedures made available.

The Model is complemented by the Code of Ethics and the Code of Conduct, available in the relevant section of the AGOSCORPORATE.IT website at the following links:

- [↗ Organisation Model](#)
- [↗ Code of Ethics](#)
- [↗ Ethics Charter of the Crédit Agricole Group](#)
- [↗ Code of Conduct](#)

The specific initiatives envisaged by the Model for each operational area are articulated through policies approved by the Board of Directors. These policies determine their concrete application in detail.

The current approach does not envisage prior due diligence but rather is based on structured safeguards to detect, contain and sanction any non-compliant conduct.

The Agos Corporate website also has a Social Responsibility section containing the commitments made towards consumers in terms of transparency, support for credit awareness, agreements with Consumer Associations and conciliation:

[↗ Social-responsibility](#)

The commitment to gender balance and an inclusive culture is demonstrated by membership in Valore D and adherence to the related manifesto:

- [↗ ValoreD](#)
- [↗ ValoreD-Manifesto](#)

Employees’ psychological well-being is supported by the ISSIM service, made available free of charge:

- [↗ Issim-about-us](#)
- [↗ Issim-partner](#)

Our attention to employees is also demonstrated by the Great Place to Work certification. For the second year running, the satisfaction expressed by employees enabled us to earn Great Place to Work certification:

[↗ great-place-to-work](#)

Other evidence of our commitments:

- [↗ agosparks](#)
- [↗ people](#)
- [↗ agos-planet](#)
- [↗ agos-prosperity](#)
- [↗ agos-for-good](#)
- [↗ a-tu-per-tu](#)
- [↗ thats-enough](#)

Fight against corruption

GRI 2-24, 2-27, 205-3, 206-1, 307-1, 417-3

At Agos we adopt a zero-tolerance policy against corruption, in line with the values of the Crédit Agricole Group, promoting an ethical and responsible environment. This commitment translates into the adoption of an integrated prevention and control system, **strengthened in 2024 by ISO 37001 certification** of the management of corruption prevention.

This system is supported by:

- The 231 Model approved by the Board of Directors, which identifies responsibilities and safeguards against the offences envisaged by Italian Legislative Decree 231/2001.
- The Anti-corruption and Anti-fraud Procedure, which governs preventive measures, detection and the management of risks.
- The Whistleblowing Policy, which governs the internal reporting system, also in accordance with Italian Legislative Decree 24/2023.

The Compliance and Financial Security Function, part of the Risks and Permanent Controls Department, is responsible for managing corruption risk and the reporting system, and periodically reports to the Board of Directors and the Risk Committees.

The mapping of corruption risks is updated annually according to a risk-based approach.

In 2024 there were no reported cases of confirmed corruption, legal actions for anti-competitive practices, sanctions or regulatory non-compliance, including environmental matters and marketing communications.

GRI 205-2

Communication and training about anti-corruption policies and procedures	BoD	Executives	Managers	White-collar workers	Blue-collar workers
Number of people who received anti-corruption communications	0	29	590	1,367	0
Percentage of people who have received anti-corruption communications	0.00%	100.00%	100.00%	100.00%	0.00%
Number of people who have received training on anti-corruption	0	23	582	1,361	0
Percentage of people who have received training on anti-corruption	0.00%	79.3%	99.00%	99.3%	0.00%
Total employees per category	0	29	590	1,367	0

In terms of monitoring and managing corruption risk, the risk assessment is based on:

- An analysis of company management, operating and support processes.
- Classification by impact and probability.
- Activation of mitigation plans shared with process owners.

The mapping is updated annually or in the event of significant changes (new processes, extraordinary transactions, organisational changes).

Business partners are also subject to preventive and periodic checks of corruption, in line with the guidelines of the Crédit Agricole Group.

The checks are carried out in order to prevent corruption that could damage Agos and the Parent Company before new relationships are established, and quarterly for certain types of intermediaries.

To detect any unfair commercial conduct or corruption we also rely on a system of multi-level accounting controls.

Third parties with whom we establish partnerships are also assessed with respect to adverse information in accordance with the Crédit Agricole Group guidelines “Combating Fraud and Corruption, Ethics of Executives/Employees and Market Abuse/Insider Dealing”.

The training of agents and dealers includes:

- Courses on transparency, anti-money laundering, anti-fraud, GDPR, antitrust and cybersecurity
- Mandatory modules on financial products (e.g. Agos Pass, Fast Line, CQS) to ensure customers make informed choices

Course platform	Distributor category	Course type	Coverage as at 12/2024
AGENTS PLATFORM	AGE	Transparency course	95%
	AGE	Anti-money laundering course	97%
	AGE	GDPR Palace course	86%
	AGE	Antitrust course (for owners only)	100%
	AGE	Internal fraud prevention	84%
	AGE	Anti-fraud course 2023	81%
	AGE	Scipafi	93%
	AGE	Phishing Awareness course 2021	86%
	AGE	7 rules	86%
	AGE	Basics of cybersecurity	85%
DEALER PLATFORM	DEALER	Transparency/Anti-money laundering course – single module	94%

Methodological note: the count reflects certified participation in the course from the time of registration of the points of sale until 31/12/2024. The course remains accessible on the platform until a new edition is released.

To ensure clear and transparent sales to customers, **we have made it mandatory to have detailed knowledge of the various financial products also thanks to mandatory courses** for the people who place them on our behalf in affiliated points of sale:

Course platform	Distributor category	Course type	Coverage as at 12/2024
AGENTS PLATFORM	AGE	CQS v2 course	95%
	AGE	Pog: AGOS Revolving Products	99%
DEALER PLATFORM	DEALER	Pog: Agos Pass	100%
	DEALER	Pog: Fast Line	99%
	DEALER	Pog: Fast Line Insurance	81%
	DEALER	Pog: TCM pre-amortisation	82%

Methodological note: for counting purposes, only points of sale authorised to sell the financial product covered by the course are eligible.

GRI 2-27

To prevent and contain the risk of corruption we have adopted a structured evaluation system, updated periodically, that allows company processes – management, operations and support – to be analysed using a risk-based approach. The aim is to precisely map the areas of potential exposure to attempted corruption, classifying the risks by severity of impact and estimated frequency, and identifying the factors that could exacerbate them.

The activity is overseen by the Compliance Function and is based on an operational document that serves as a reference for identifying and categorising risks. This document is shared with the company structures responsible for the processes involved, which – in the case of actual risks – activate targeted action plans that have been previously agreed to.

Each risk is analysed not only for its relevance but also for any containment measures already implemented and for any additional measures to be introduced. Where necessary, mitigation plans are developed in detail and assigned to the various process owners.

The mapping review process is envisaged on an annual basis but may also take place more frequently, at the initiative of the Anti-Corruption Officer or on the proposal of the Delegate, when factors emerge that require timely updating: new businesses, significant organisational changes, the creation or substantial revision of processes, extraordinary transactions (e.g. mergers or acquisitions).

GRI 205-1

	Value
Operations assessed for risks related to corruption	37
Total operations	53
Percentage of operations assessed for risks related to corruption	69.81%

Whistleblowing

GRI 2-26

The whistleblowing system allows the internal reporting of relevant violations (offences, conflicts of interest, unethical conduct) through:

- The Group’s IT platform (BKMS), accessible 24/7 and also usable by suppliers
- Written reports (by post)
- Direct or telephone interviews, with minutes taken

Unfounded reports or relating to personal complaints are excluded. The company guarantees the confidentiality of the whistleblower.

Information on the internal reporting system is available at the link:

 [whistleblowing](#)



ESG initiatives for internal teams and roles

In our company sustainability is a shared journey, a profound change that involves conduct and decisions at all levels of the organisation. A transformation that starts with the active and daily involvement of our people.

The fact that after the general meeting of the Information Technology Department last year several Departments also organised **general meetings with ESG impact** in 2024 shows us that **part of this cultural change is already effective today** and that we are moving in the right direction to complete it.

Department general meetings – in addition to a moment of thorough alignment that fosters transparency – thus also become an opportunity to strengthen the sense of belonging, reinforce motivation and inspiration and reaffirm corporate values and culture.

DEPARTMENT GENERAL MEETINGS WITH AN ESG FOCUS

Audit Department	Guided trekking on the Levanto-Bonassola (SP) trail with return on the bicycle/ walking path, as a moment of shared well-being.
Finance Department	Team game on the three ESG pillars (“Governance”, “Environment”, “Social”): the teams designed and presented sustainable projects, voted on by the entire group. An initiative designed to stimulate creativity and awareness on strategic topics.
Legal Affairs & Corporate Sustainability Department	Lesson on biodiversity and creation of personal terrariums as a symbol of care and attention for the environment.
Marketing Department	“Otherwise Agos”: the team took turns experimenting with wheelchair basketball, sitting volleyball, track and field and fencing for the visually impaired. The experience involved 95 co-workers and four associations, valuing sport as a vehicle for social inclusion and team building.
Risk and Permanent Controls Department	Split into teams, participants tried their hand at archery with a non-profit sports association dedicated to promoting the sport.

OTHER ESG INITIATIVES

During the year not only the Departments but also groups of co-workers chose to focus their sharing and team building moments on environmental sustainability, inclusion and social innovation.

General Meeting of the Agos for Good Community:

- **Construction of Bee Hotels** to be placed at home or in the garden.
- **Workshop on food reuse** to promote waste reduction.

Operations Department

Some people from the Customer Care Process & Specialised Management team identified and proposed ESG-themed initiatives to their co-workers that could be shared by colleagues located across the country, outside of work.

- **“Il Corniolo”** Project: adoption of a tree through WOW Nature for the reforestation of the nature reserve Parco Naturale Lombardo Della Valle Del Ticino. Four colleagues took part in the collective planting.
- **“Adopt a Beehive”** Project: in collaboration with 3Bee, the team monitored a Lombard beehive. The honey produced was then shared in the office through a collective pastry shop.



ESG training

GRI 2-12, 2-17, 2-18, 404-2, 3-3

As part of the new sustainability governance, the stream dedicated to ESG training is led by the HR Learning & Development team and aims to identify specific training programmes for three different targets with dedicated objectives.

Governing bodies, Board of Directors and Management Committee

In 2024 there was no performance evaluation of the highest governance body overseeing the management of ESG impacts.

In September we began working on an assessment survey to be submitted both to the Board of Directors and to the Management Committee to identify the training programme, its duration and the most effective delivery method. The first months of 2025 will be devoted to the administration of the assessment, its analysis and the identification of training companies.

The members of our Board of Directors took part in training initiatives as members of other Boards or as senior Executives of the various companies owned by the two shareholders, Crédit Agricole and Banco BPM.

Specifically, they took part in:

- “ESG/Sustainability Training: global overview and main EU regulatory requirements”
- “New regulatory framework and ESG indicators”

People at Agos included in hybrid governance

Colleagues with a specific role also dealing with sustainability reporting took part in training sessions aimed at developing specific skills, leading sustainability initiatives and preparing for new European and international sustainability regulations such as the CSRD Directive.

All Agos people

The training catalogue was expanded to promote a company culture that is aware and sustainability-oriented and to involve them more and more in achieving the sustainability plan’s objectives and in processes of lasting change.

In October a sustainability training programme was launched at Agos consisting of several modules lasting two hours each. Course enrolment is possible through the Academy and can be done remotely in teams. The trainers were identified among the heads of the sustainability governance streams.

Other courses were provided by external training companies to small groups of colleagues on specific topics, consistent with their role in the company or with the initiatives carried out in the sustainability stream they belong to.

COURSE	Instructor	Number trained	Training hours
Impacts of CSRD on the procurement function	SCS	8	16
Life cycle analysis in Sustainable Procurement_2024		11	22
Life cycle analysis for catering and event organisation		7	14
Sus_Green financing_classroom		33	132
Sus_Diversity&Inclusion_classroom		6	24
Sustainability_The EBA guidelines on ESG Risk_2024	CRIF	21	42
Sustainability_The European directive for green homes_2024		8	16
Green Financing 2024_home bonus		8	32
Train The Trainer ESG		11	132
Green Financing_Sales functions		62	248
Governance of Organisational Systems and management of ESG risks in consumer credit	Assofin/ KPMG	7	21
Business models, consumer credit processes and reporting		8	24
Sustainability at Agos: CSRD, new Governance and ESG reporting	Internal trainers	49	98
Sustainability at Agos: ESG risks		47	94
Sustainability at Agos: Green financing for the energy transition		38	76
Sustainability at Agos: Carbon Foot Print		34	68
Sustainability: Welfare and Inclusion and Corporate Volunteering		(2025)	
Sustainability at Agos: customer network focus	Internal trainer	34	52.5
Climate fresco		146	438

ESG risks

GRI 2-24, 2-25, 3-3

In our constant commitment to monitoring impacts related to climate and environmental risk factors, we have adopted a structured approach consistent with the guidelines of the Bank of Italy.

Specifically, we identify and map these risk factors in relation to the traditional risks (Pillar I and Pillar II) relevant to our business.

Subsequently, we identify the channels through which these factors may affect these risks, and where relevant elements emerge we define quantitative and qualitative metrics and safeguards to monitor their impacts so as to carry out a conscious, accurate materiality assessment.

In the area of climate and ESG risks, in line with the action plan approved by our Board of Directors on 30 March 2023, we updated our ICAAP exercise, including physical and transition risks in the mapping of company risks.

This update was intended to strengthen our integrated risk management capacity.

For those risks identified as “material” (see table), we conducted a qualitative and quantitative materiality analysis: **consistent with what was previously observed, the assessments confirmed the absence of a significant impact of climate and environmental factors on the risks examined.**

Relevant climate and environmental risk factors subject to the materiality assessment

Pillar I	Credit Risk	✓
	Counterparty Risk	
	Market risk	
	Operational Risk	✓
Pillar II	Concentration Risk	
	Country Risk	
	Transfer risk	
	Interest Rate Risk	
	Liquidity Risk	✓
	Residual Risk	
	Risk from Securitisations	
	Risk of Over-Leverage	
	Strategic Risk	✓
	Reputational Risk	✓
	Model Risk	

In 2024 we also refined our analysis techniques by adopting a summary physical risk score provided by the external provider Red-CRIF relating to the municipality of residence of our customers.

This tool was used both to update the materiality assessment and to support spot analyses of possible correlations between credit risk and climate factors, in collaboration with the Data Management Office, the Credit Department and Risk Management.

In the second half of 2024 we also improved our methodology for the materiality assessment of climate and environmental risk on credit risk, integrating elements related to customer location.

The results are detailed in the ICAAP report.

Consumer protection and privacy

GRI 3-3

In the current digital context our operations are based on intensive use of IT technologies to support the business and relations with a wide ecosystem of interlocutors.

This centrality of digital infrastructure requires strict monitoring to prevent and manage potential risks related to cyberattacks and personal data breaches, which could compromise the integrity, availability and confidentiality of information relating to customers, employees, partners and suppliers, with consequent economic and reputational impacts.

In addition to risks, the potential positive effect must also be considered: our **rigorous approach to cybersecurity and data protection** generates trust among our customers and other stakeholders and strengthens our reputation.

This monitoring translates into a structured multi-level governance, starting with the Security Policy approved by the Board of Directors, which defines behavioural rules for the use of electronic devices and is constantly updated according to regulatory requirements, in particular with respect to ISO 27001.

The security management system makes use of standards, procedures, operating manuals and guidelines updated and approved by the General Management. Supervision is entrusted to the Security Committee, which meets at least quarterly and includes the Joint General Manager for Transformation and Support, the Deputy General Manager and the Chief Risk and Permanent Controls Department Head.



In defining the strategic approach to security, we periodically analyse emerging risks, considering the external context (market scenarios, regulatory developments) and the internal situation (digital and strategic transformations of the Group).

The **main cyber risk management initiatives** include:

- The extension of the management perimeter of Identity & Access Governance tools
- The introduction of the Data Loss Prevention tool (Zscaler)
- The adoption of ZoneCentral to protect the confidentiality of documents
- Continuous adjustment to the Crédit Agricole Group's control plans, including the new Level 1 and Level 2
- Progressive alignment with the European DORA Regulation
- Completion of stage 1 for ISO/IEC 27001 certification (issuance expected in 2025)
- Strengthening of the third-party control model.

In parallel, also in the area of Data Protection, multi-level procedural governance has been put in place, shared with the Group.

We have defined **periodic roadmaps** of initiatives to strengthen privacy compliance, supported by mandatory training modules for employees and third parties. The following were launched in 2024:

- A mandatory GDPR course for all employees
- A specially developed module for internal managers and deputy managers
- Awareness training for System Administrators (Admins)

Continuous monitoring consists of:

- Risk assessment initiatives based on ISO/IEC 27001:2022 standards
- Periodic execution of Vulnerability Assessments and Penetration Tests
- Annual testing of the Business Continuity Plan, including specific scenarios related to climate risk (e.g. energy crisis)
- Identification of compliance issues and related action plans
- Periodic audits and data protection impact assessments
- Verification of the effectiveness of measures through specific indicators and alerts

All controls are part of a multi-level defence plan (Level 1 and Level 2) consistent with the directives of the Parent Company, and cover aspects such as: ISS governance, information assets, access, architectures, outsourcing, cyber event management, backups, IT plans and compliance with the GDPR.

The results of the checks produce specific “verification points” or alerts, assessed on a quarterly/half-yearly/annual basis. In the event of critical issues, improvement action plans are enacted. Corrective actions are also updated by “lessons learned” and followed by tests and follow-up activities consistent with the company’s Incident & Risk Management model.

Furthermore, with regard to the notifications made to the Privacy Authority, for the data breaches that occurred the authority has deemed sufficient and exhaustive the security measures put in place in the immediacy of the incidents to contain the risks as well as in the medium term, notifying the Company of the dismissal of the proceedings and the conclusion of the review without finding any failure to comply with the obligations of Regulation (EU) 2016/679.

GRI 418-1

SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA	VALUE
Verified complaints received from external parties and confirmed by the organisation	0
Verified complaints received from regulatory bodies	0
Total number of customer data leaks, thefts or losses	120.00

For more details on complaints see pp. 64-65 >

“ ESG reporting is not the end of a process but a new starting point, a mirror that compels us to honestly assess the impact created so far and what we can still generate.... ”

Andrea Amiotti
Business & Partner Controlling Leading Manager

“ ...and transparently sharing the data, the methods but also the limits of our actions is a form of respect towards those who read us and a commitment towards those who will follow us. ”

Brandon Garcia Mavakala
Business & Partner Controller

DIALOGUE no.

6

Annex

Methodological note and reporting criteria

For the second consecutive year, this document was prepared and published on a voluntary basis with the aim of transparently and thoroughly reporting the main impacts generated by our operations, both environmental and social.

The 2024 ESG Report describes the evolution of the organisation and the policies adopted to integrate sustainability into our operations and – where possible – the results achieved with respect to the commitments declared in 2023, the recognition earned as well as the areas for improvement and the objectives defined for the following period.

In the current context of regulatory transition introduced by the Corporate Sustainability Reporting Directive (CSRD), which envisages the adoption of the new European Sustainability Reporting Standards (ESRS), for 2024 we decided not to adopt this framework yet pending a clearer and more stable application framework for entities not obliged to report under the CSRD.

Also in order to ensure continuity, comparability and transparency towards our stakeholders, the document was again prepared in accordance with the GRI “Global Reporting Initiative Sustainability Reporting Standards” defined by the Global Reporting Initiative (GRI).

The qualitative and quantitative information included in the document was prepared according to the “in accordance” option envisaged in the standard with the drafting of the “GRI Content Index”.

To simplify the process of data collection and validation we again made use of the ESGeo application, an agile cloud platform for sustainability reporting certified to GRI Standards, which will allow data to be updated year by year through a continuous process.

The collection and consolidation of non-financial data and information took place while maintaining the material topics and the content of the document as defined for the 2023 ESG Report (indicators, disclosures, boundary).

For the calculation of greenhouse gas emissions, only CO₂ emissions were considered. CO₂ emissions are calculated by multiplying fuel and energy consumption by emission factors derived from the most authoritative and up-to-date technical literature.

The emission factors used to convert consumption into tonnes of CO₂ are communicated by CA PFM together with the global carbon footprint calculation to all entities and are provided by the French Agency for the Ecological Transition (ADEME).

The company that did the CO₂ calculation and factor update is BL Evolution.

These factors are updated periodically based on methodological progress. There is therefore a global alignment of the group so as to make calculations and data comparable, for planning and monitoring the trend of the carbon footprint.

The reporting method is the same as adopted for the 2023 ESG Report except for the consumption of natural gas, electricity and water at the Milan office, which we shifted from condominium charges (Purchases of goods and services) and allocated to specific items in terms of KWh LHV and TCO₂eq.

GRI 2-2

The ESG Report includes the entire Agos company consisting of the two main offices in Milan and Lucca, the regional branches and the internal debt collection centres, all located in Italy.

The agencies that place Agos products provide the data of the ESG Report relating to production alone (corporate balance sheet data and financing to support the energy transition).

In 2024 Agos Renting was established, our company dedicated to long-term rentals, wholly owned by Agos Ducato S.p.A. Its operations are scheduled to start in January 2025 and therefore it was not included in this reporting.

GRI 2-4

There are no differences between the sites included in the ESG Report and those in the Financial Statements.

GRI 2-14

The publication of the ESG Report took place following approval by the Board of Directors.

GRI 2-5

The limited assurance of the ESG Report was entrusted to Mazars S.p.A., the same company that deals with the statutory audit of the Financial Statements.

Please note that the limited assurance was issued exclusively on the Italian version of the ESG Report.

GRI 2-3

The Report considers the period between 1 January and 31 December 2024, aligned with that of the Financial Statements.

The Report was published in September 2025.

For queries regarding the Report and its contents, send an email to:
BB-CORPORATE.ESG@agos.it

Glossary

Admin

System Administrator

Appointed by the employer, this person is responsible for managing and maintaining company IT systems.

ASPP

Health and safety specialist

(Addetto al servizio prevenzione e protezione)

Appointed by the employer and coordinated by the head of the prevention and protection service, this person must generally work to ensure safety, risk prevention and the protection of employees and customers.

Their function is to support and assist the activities of the SPP manager in various ways, in order to ensure safety on the company’s premises.

B2B

Business to Business

Refers to commercial activities between two companies (e.g. between Agos and the partner shop placing financing).

B2C

Business to Customer

Refers to commercial transactions that take place between a company and the customer (e.g. taking out a personal loan in an Agos branch).

BLSD

Basic Life Support & Defibrillation

A BLSD course is training that teaches basic rescue techniques and the use of a defibrillator in emergencies. It serves to prepare participants to take action in cases of cardiac arrest and to save human lives.

BPO

Business Process Outsourcing

Assignment of business processes to a highly qualified external provider.

C2C

Customer to Customer

Refers to transactions that take place between private individuals (sale of products or services “consumer to consumer”).

CAI

Interbank database of cheques and payment cards

(Centrale di Allarme Interbancaria)

Digital archive of bank and postal cheques and payment cards established at the Bank of Italy to ensure the proper functioning of the payment system.

Click 2 pay

Click to pay

Online system that enables a payment through the entry of a few details (at Agos it is used to pay instalments).

CO₂

Carbon dioxide

Carbon dioxide is a gas that is naturally present in the air.

It plays a central role in climate change as one of the most important greenhouse gases because it helps maintain the Earth’s temperature, but excess amounts can cause global warming with a negative impact on our ecosystem.

CR

Central Credit Register

A database that provides an overview of the debts of households and businesses towards the banking and financial system.

CRI

Customer Recommendation Index

Survey on recommendability conducted annually by IPSOS at the CA PFM Group level.

CRD

Capital Requirements Directive

EU directive laying down minimum capital requirements for banks and investment firms.

CRR

Capital Requirements Regulation

EU regulation complementing the CRD, laying down detailed and directly applicable rules on capital requirements.

CSDDD

Corporate Sustainability Due Diligence Directive

The Corporate Sustainability Due Diligence Directive is a European Union law requiring companies to identify, prevent and mitigate negative impacts on human rights and the environment. It aims to promote sustainable and responsible business behaviour along the entire value chain.

CSR

Corporate Social Responsibility

A business model in which companies integrate social and environmental concerns into their operations.

CSRD

Corporate Sustainability Reporting Directive

European Union directive introducing requirements for companies to report their sustainability according to a detailed set of qualitative and quantitative indicators.

CTC

Credit Protection Consortium

(Consorzio per la Tutela del Credito)

Consortium whose members are financial intermediaries and banks operating in Italy in the retail lending market.

D&I

Diversity & Inclusion

Promotion of an inclusive working environment where diversity is considered a resource and individual success can be based solely on merit, in respect of the coexistence between ethics and business.

AED

Automated External Defibrillator

A defibrillator, whether manual, semi-automated or implantable, is considered a medical device used to defibrillate a patient in cardiac arrest or ventricular fibrillation, therefore in a life-threatening condition.

DLP

Data Lost Prevention

A tool designed to minimise risks related to the security of processed data by intercepting potential threats from internal and external users with the aim of preventing the loss of information due to human error or potential unlawful use of data.

SLD

Specific Learning Disorders

These are neurobiological disorders that cause difficulties in certain functions. Specifically, SLDs concern the ability to calculate, read and write, which are typical functions learned during childhood. SLDs include dyslexia, dyscalculia, dysorthography and dysgraphia, which may occur individually or together (comorbidity).

RAD

Risk Assessment Document

The risk assessment document (RAD) envisaged by the Consolidated Law on workplace safety, is the document formalising the risk assessment for the health and safety of workers within an organisation. The document identifies prevention and protection measures along with the relevant implementation plan to ensure the improvement of health and safety levels over time. The drafting of the document, prepared at the end of the risk assessment process, is one of the employer’s non-delegable obligations.

ESG

Environmental – Social – Governance

Refers to the three Pillars of sustainability: Environment, Social and Governance. These are the three dimensions that make it possible to verify, measure and assess a company or organisation’s impact on sustainability.

EVP

Employee Value Proposition

The EVP is an integral part of Total Rewards, which represents everything a company offers its employees, not only in terms of remuneration but also as investment, represented by the wide range of benefits offered to all workers in general or by cluster, in order to improve their engagement and involvement.

FTE

Full Time Equivalent

Indicates the number of full-time employees that would be required to carry out a specific job or project, also considering the work done by part-time employees or those with non-full-time contracts. It makes it possible to calculate the total use of the workforce in terms of hours worked regardless of the type of contract.

GDPR

General Data Protection Regulation

European law governing the protection of personal data.

ICAAP

Internal Capital Adequacy Assessment Process

Internal process through which the banking/financial institution assesses its capital adequacy with respect to its risk profile and company strategy.

IES

Indice d’Engagement Sociétal

The social engagement index is a survey promoted by the Crédit Agricole Group to measure knowledge and impact of the company’s sustainability strategy on consumers.

KPI

Key Performance Indicator

A key (crucial and measurable) indicator that monitors progress towards a specific company objective over a given period. KPIs help companies define targets, monitor their achievement and identify areas for improvement.

KYC

Know Your Customer

Data acquisition process to reliably verify the identity of customers.

ALT

Agos Leadership Team

Periodic meeting of first-line managers and key strategic roles.

MBO

Management by Objectives

A method of assessing resources based on the results achieved with respect to the common objectives set by the company.

MSCI

Morgan Stanley Capital International

A global provider of indices and other financial data and analysis services for investors. It also provides ratings and performance data based on environmental, social and governance factors for companies and funds.

NPS

Net Promoter Score

An indicator that measures the degree of customer propensity to recommend Agos.

NGO

Non-Governmental Organisation

Private non-profit organisations operating independently of governments and international governmental organisations. They are committed to protecting the environment and human rights, as well as to development and advocacy initiatives.

TUs

Trade Unions

Organisations representing workers vis-à-vis the company or institutions.

W/S

Work-Study Programmes

Work-study programmes are a fundamental element of the curriculum of Italian upper secondary schools, organised for students in their final three years. The main objective of work-study programmes is to integrate theoretical learning with practical experiences in real work settings in order to provide students with a more complete and in-depth understanding of the working world and its dynamics.

PB

Performance Bonus

A form of additional compensation that companies may offer employees based on performance or the achievement of specific objectives.

RAF

Risk Appetite Framework

In financial contexts this is the instrument specifying the amount and type of risk an organisation is willing to take to achieve its objectives.

RLS

Workers’ Safety Representative

(Rappresentante dei lavoratori per la sicurezza)

A person elected or designated to represent workers regarding health and safety matters at work.

RLS

Workers’ Safety Representative

(Rappresentante dei lavoratori per la sicurezza)

A person elected or designated to represent workers regarding health and safety matters at work.

RSPP

Health and safety manager (Responsabile del servizio prevenzione e protezione)

The person with the ability and professional requirements envisaged by law, appointed by the employer and tasked with coordinating the prevention and protection service from risks.

SASB

Sustainability Accounting Standards Board

Non-profit organisation that develops and maintains industry-specific standards for the disclosure of corporate sustainability information.

SFRD

Sustainable Finance Disclosure Regulation

The regulation defining how financial market participants must disclose sustainability information. The document helps investors understand and compare the sustainability characteristics of financial products and institutions.

CIS

Credit Information System

Private electronic archives of positive and negative credit information concerning the credit positions of individuals and companies vis-à-vis banks and financial intermediaries. Their consultation returns the customers’ creditworthiness profile. Also referred to as “private central credit registers”.

SPP

Prevention and Protection Service

(Servizio prevenzione e protezione)

The Prevention and Protection Service is a dedicated group of people appointed by the employer and tasked with working with the employer in the prevention and protection from occupational risks.

STEM

Science, Technology, Engineering and Mathematics

A term used to refer to science and technology disciplines and related academic programmes.

TAXONOMY

Taxonomy

European classification system that defines which economic activities can be considered environmentally sustainable.

GRI Content Index

Declaration of use:	Agos Ducato S.p.A. reports "in accordance with GRI Standards" for the period from 1 January 2024 to 31 December 2024
Use GRI 1:	GRI 1: Foundation 2021
Relevant GRI industry standards:	N/A: GRI Sector Standards for Agos Ducato S.p.A.'s business sectors have not yet been published

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203-1	Infrastructure investments and services supported				72; 79-80; 83	
203-2	Significant indirect economic impacts					Not reported
SUPPLY CHAIN SUSTAINABILITY						
3-3	Management of material topics				52	
GRI 204: Procurement practices 2016						
204-1	Proportion of spending on local suppliers				53	
GRI 308: Supplier environmental assessment 2016						
308-1	New suppliers that were screened using environmental criteria				53	
GRI 414: Supplier social assessment 2016						
414-1	New suppliers that were screened using social criteria				53	
RESPONSIBLE ENERGY AND EMISSIONS MANAGEMENT						
3-3	Management of material topics				44	
GRI 301: Materials 2016						
301-1	Materials used by weight or volume				47	
GRI 302: Energy 2016						
302-1	Energy consumption within the organization				46	
GRI 303: Water and effluents 2018						
303-1	Interactions with water as a shared resource				50	
303-5	Water consumption				50	
GRI 305: Emissions 2016						
305-1	Direct (Scope 1) GHG emissions				46	
305-2	Energy indirect (Scope 2) GHG emissions				46	
305-3	Other indirect (Scope 3) GHG emissions				46	
305-4	GHG emissions intensity				47	

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Indicators	GRI description	Page	Notes / Omissions
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	50-51	
306-2	Management of significant waste-related impacts	51	
306-3	Waste generated	51	
FINANCING TO SUPPORT THE ENERGY TRANSITION			
3-3	Management of material topics	55	
PROTECTION, WELL-BEING AND DEVELOPMENT OF HUMAN RESOURCES			
3-3	Management of material topics	85-111; 136-138	
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	88	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	92-94	
401-3	Parental leave	94	
GRI 403: Occupational health and safety 2018			
403-1	Occupational health and safety management system	103	
403-2	Hazard identification, risk assessment, and incident investigation	100-103	
403-3	Occupational health services	103	
403-4	Worker participation, consultation, and communication on occupational health and safety	105	
403-5	Worker training on occupational health and safety	106	
403-6	Promotion of worker health	106	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	107	
403-8	Workers covered by an occupational health and safety management system	108	
403-9	Work-related injuries	108	
GRI 404: Training and education 2016			
404-1	Average hours of training per year per employee	90	
404-2	Programmes for upgrading employee skills and transition assistance programmes	89; 136-137	
404-3	Percentage of employees who receive a regular performance and professional development review	91	
GRI 405: Diversity and equal opportunity 2016			
405-1	Diversity of governance bodies and employees	109	
405-2	Ratio of basic salary and remuneration of women to men	109	
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	87	
SUPPORT FOR LOCAL COMMUNITIES AND THE CREATION OF SHARED VALUE			
3-3	Management of material topics	72-84	
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	133	
205-2	Communication and training about anti-corruption policies and procedures	130	
205-3	Confirmed incidents of corruption and actions taken	130	

(CONT'D)

Indicators	GRI description	Page	Notes / Omissions
GRI 413: Local communities 2016			
413-1	Operations with the involvement of the local community, impact assessments and development programmes		Not available in that it was not possible to report the information because we do not currently have an active process for assessing actual and potential negative impacts on local communities
413-2	Operations with significant actual and potential negative impacts on local communities	72-84	
PRIVACY AND DATA SECURITY			
3-3	Management of material topics	139-140	
GRI 418: Customer privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	64; 141	
INFORMATION REPORTED AND NOT INCLUDED IN THE MATERIAL TOPICS			
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	38-39-40-41	

“ **We believe that sustainability is a process built through dialogue and listening. We are therefore open to CONTINUING THIS DIALOGUE TOGETHER.** ”

To learn more about the contents of the ESG Report or to share reflections, questions and suggestions on our commitment to a more responsible future, you can write to us at:

 **BB-CORPORATE.ESG@agos.it**