



# ESG Report 2023

**The focus of our work has always been to help our customers satisfy a need, seize an opportunity or fulfil a desire, supporting each one of them on a journey of awareness.**

**This same concreteness inspires our commitment to managing and improving our impacts on the communities we operate in, on the environment and on the market.**

**The story of all these little big responsibility projects is condensed in our ESG Report, a document that looks at what we have done so far to project ourselves with even more awareness and proactivity towards the future.**

***Enjoy the read!***



**Digital-only publication to reduce environmental impact**

Our first 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 image on the cover is a detail of the urban artwork "**The Future Is Now**" created by the artist Rame 13 for the Green&Smart Margherita Hack Agos Park in Padua and dedicated to women in the STEM world (Science, Technology, Engineering and Mathematics).

Courtesy Translation

**Agos**



# An overview

Following are the areas covered by our ESG Report. You can start wherever you want and then browse as you please, based on what you already know about Agos and what you are interested in learning more about, either reading the pages and chapters in order or taking your own path.

## Discovering Agos



From our history to our mission, from our core values to our business model, following is a detailed description to understand who we are and where we are going.

## What does Sustainability mean?



Discussions with stakeholders, a desire to support our customers and partners in their energy transition and our commitment to producing a positive environmental and social impact inspire our approach to sustainable development.

## Agos and the market

We consider it essential to pursue economic growth by applying principles of fairness, transparency and responsibility towards our customers and partners.



## How did we build this report?



All the details to understand the methodology chosen for the collection and management of information.



## How do we protect the environment?



Through an ongoing commitment to identifying and implementing solutions that reduce our climate impact as much as possible, we accompany suppliers, partners and customers in the same process.

## Our relationship with the community



Find out how we translate our sense of responsibility towards our employees and the communities we operate in into concrete actions.

**Welcome!**

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The paragraphs marked with the (MT) icon represent the Material Topics defined by the Agos team for the year 2023.



# Message to stakeholders

GRI 2-22

Our commitment is  
to provide tangible  
answers, including  
on the topic of  
sustainability.



**François Edouard Drion**  
CEO Agos

Dear stakeholders,

We are proud to present the Agos ESG Report.

An ESG Report drafted voluntarily is an act that we felt was both necessary and proper for a company like ours, which started its journey towards sustainability years ago, guided by a strong conviction: *“acting and being recognised as a company that conducts its business with transparency and achieves its profit with respect for people, customers, partners and the environment”*.

This is a principle that represents us well as a company that does not just want to talk about sustainability but wants to put it into practice in all its forms: in everyday life as well as in major transformations.

We do this by developing partnerships with an extreme focus on environmental issues, sharing transformational choices with our partners for their businesses, to offer customers dedicated advice and solutions and make their energy transition projects more sustainable.

This is also why we accompany consumers with financing solutions that incentivise an energy-conscious lifestyle, more respectful of the impact of actions. It is these transformational choices that we support through our responsibility and our business, consumer credit.

We do this through active listening, which is constantly monitored by means of objective indicators that we use as a compass to guide activities and prioritise areas of focus, such as Trustpilot and the constant measurement of our Net Promoter Score (NPS). For us at Agos, the value of the customer goes beyond customer satisfaction. It is an asset to be protected over time and that we foster through a structure of initiatives that relate to people’s ability to manage their commitments.

Our challenging commitment to contribute to the reduction of CO<sub>2</sub> emissions also covers the areas of energy efficiency, sustainable mobility of our employees, a waste reduction plan, and attention to the impacts of our supply chain and technology.

We do this by adopting virtuous behaviour within the company with respect to our employees, providing training, cultural promotion, encouraging initiatives in the areas of diversity and inclusion and implementing balanced and diversity-friendly governance.

Concrete examples are the **active and participative communities of co-workers on these issues**, which are integrated with the corporate functions, the results achieved with respect to the **gender pay gap**, the **welfare policies** dedicated to employees, conceived as cross-cutting proposals aimed at promoting well-being at a global level, inside and outside the workplace.

The very positive results of the **Crédit Agricole Group's** annual **climate survey** give further value to this attentive policy, which was also confirmed by the Great Place to Work certification earned in 2023.

We also do this by supporting activities and launching initiatives for the community that complement the business, such as financial education, which for over 10 years has personally involved a large team of co-workers in schools and meeting places, or such as the **Agos Green&Smart Parks** project, thanks to which in three years we have regenerated and returned six abandoned urban parks throughout Italy to the communities we operate in, and which have now returned to being safe places for meeting, playing, working out, showing art and socialising.

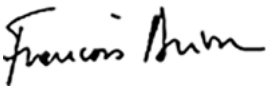
Agos Parks are just one of the signs of our closeness to customers, partners and communities. A real, concrete proximity that we firmly believe in and implement through a network of more than 200 physical branches distributed throughout Italy, which gives value to what for us is the accompaniment of transformation: a key link in our production chain.

In full harmony with our shareholders Crédit Agricole Consumer Finance and Banco BPM, in over 35 years of business at Agos we have always felt the desire to work together, with passion, always seeking to innovate. Today the world is demanding a type of innovation that focuses on communities, society, people and their future.

This first Report recounts the strategic lines undertaken, the concrete activities according to the objectives set, and describes the results that have been achieved so far in all three major aspects of sustainability: environment, society and governance.

It represents our tangible and verifiable commitment to build a sustainable life over time for ourselves and our stakeholders.

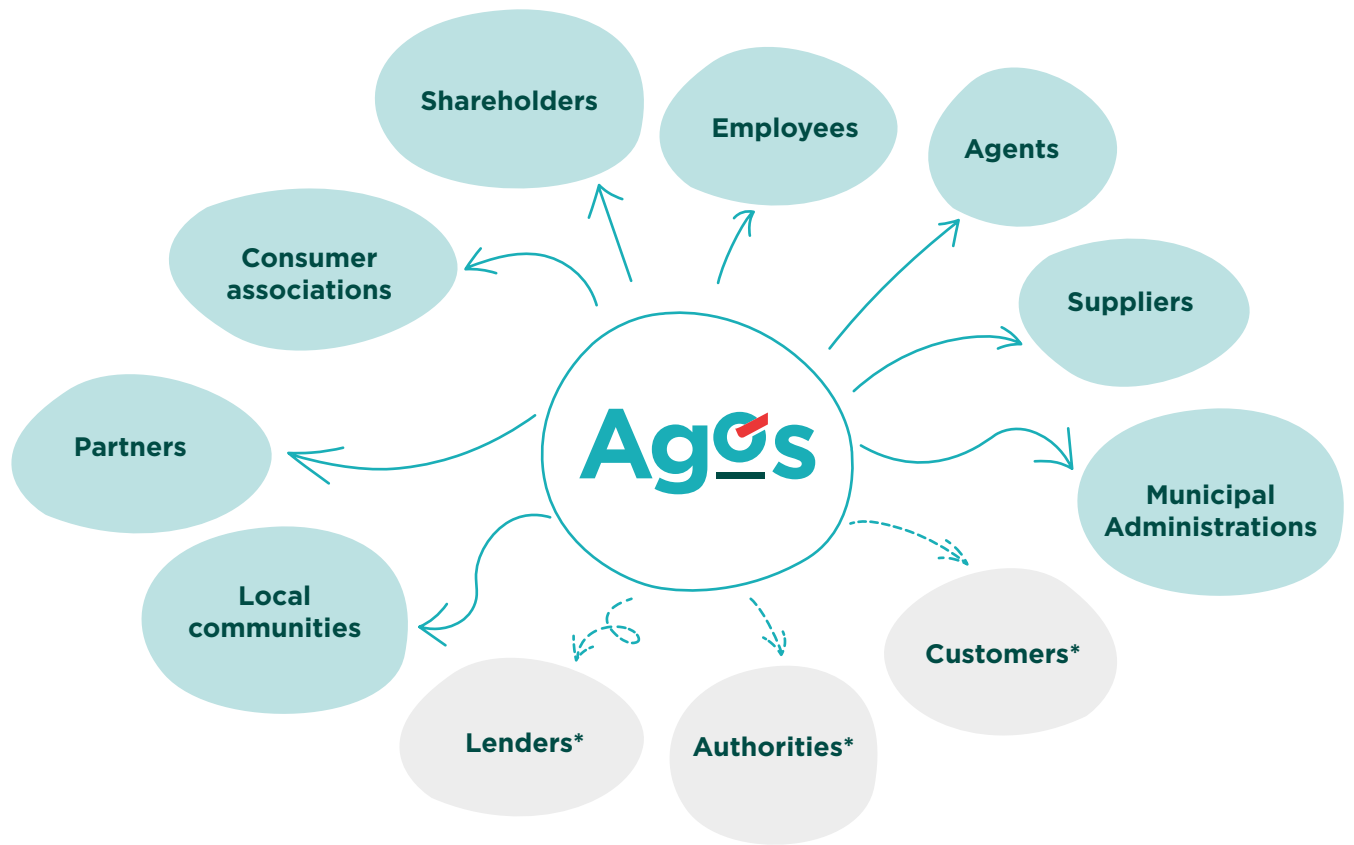
Enjoy the read



**François Edouard Drion**  
CEO Agos

# Who the ESG report is for and what it is about

We want to address our ESG Report to all **stakeholders** we deal with on a daily basis to those who are impacted by our operations:



For the materiality analysis the sectoral authorities were not involved, as their positions and priorities in the various areas are clearly expressed in the guidelines and regulations.

Through the involvement of consumer associations, we also learned the views of customers.

(\*) Stakeholders not directly involved in the materiality analysis.

## Which material topics are analysed?

The choice of the areas to focus on in order to produce positive impacts or to mitigate negative effects on the economy, the environment and people was made based on standards of reference for the financial sector and guided both by our long-held values and the strategic and sustainability guidelines and feedback we collect annually from our stakeholders.

These are the main areas where we can have direct and indirect, positive and negative economic, environmental and social impacts.

We have thus identified:



### 2 ENVIRONMENTAL TOPICS

- Responsible energy and emissions management
- Financing to support the energy transition\*



### 4 SOCIAL TOPICS

- Protection, well-being and development of human resources
- Support for local communities and the creation of shared value
- Supply chain sustainability
- Privacy and data security



### 2 GOVERNANCE TOPICS

- Fair and responsible treatment of customers
- Ethics and corporate governance

→ Elaborate on page 42

The discussion of these two elements (Stakeholders and Material Topics) is placed at the beginning of the document in order to provide readers with as complete an understanding as possible of what follows thereafter.

(\*) In line with the definitions provided by Directive 2024/825 on greenwashing.



# The UN SDGs and the Sustainability Plan

In September 2015 the leaders of the governments of the 193 UN member states approved the **2030 Agenda for Sustainable Development**, a policy document that identifies 17 global objectives (Sustainable Development Goals or SDGs) broken down into 169 detailed sub-objectives (targets) to be achieved by the year 2030 to ensure the planet's sustainable development.

Governments, businesses, institutions and civil society are called upon to **contribute to the achievement of these goals**, with a view to global synergy supported by concrete policies and actions.

**An active role is therefore also required of the financial market**, which, with its resources and expertise, is able to facilitate the reallocation of financial resources by granting funding and thus supporting the transition to sustainable economic systems.

In constructing our Sustainability Plan, we started with the goals of the 2030 Agenda, **identifying those that are relevant to our business** and that we can make a positive impact on over time.

- SDG 3: Good health and well-being
- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 10: Reduced inequalities
- SDG 11: Sustainable cities and communities
- SDG 12: Responsible production and consumption
- SDG 13: Fighting climate change
- SDG 17: Partnerships for the goals

The integration of these ten commitments with the concept underlying our *raison d'être* – “to act every day in the interest of customers and society” – and with the profound sense of our mission, has inspired the organisation of the three pillars our Sustainability Plan is founded on: in addition to the Environment Pillar and the Community Pillar – respectively dedicated to Environmental and Social topics – the Customers and Partners Pillar specifically articulates one of the most important objectives of our mission, i.e. to support customers and partners in their energy transition process.



→ More details in the section on our Hybrid Governance system on page 32.



## Pillar CUSTOMERS AND PARTNERS



## Pillar ENVIRONMENT



## Pillar COMMUNITY







1

# About us

We have been operating in the consumer credit sector since 1986 to provide personal loans, targeted financing, lease solutions and credit cards to families through commercial outlets in all of Italy.

Our guiding principles:

- SOLIDITY
- RESPONSIBILITY
- PASSION

# A distinctive profile

GRI 2-1



WE ARE A LEADING FINANCIAL COMPANY IN THE CONSUMER CREDIT SECTOR, PRESENT IN ITALY FOR OVER 35 YEARS, 61% OWNED BY CRÉDIT AGRICOLE CONSUMER FINANCE AND 39% BY BANCO BPM.

We have always put people at the centre of our actions, whether they be employees, customers, partners, or local communities.

We support the realisation of our customers' projects, including through cooperation with partners in multiple markets, by offering personal loans, special purpose financing, credit

cards, salary-backed loans, leases and a wide range of insurance services.

Through innovative choices, such as digitisation and the elimination of paper documentation, we facilitate the relationship and contribute to the goal of reducing our carbon footprint.

## HIGHLIGHTS

### Employees

1,995  
total employees

57%  
women

#### GENDER GAP

+9% v 2022  
women in management

### Performance

€7,569mn  
interest-bearing production

### Structure

4.8mn  
customers

114  
direct branches

99  
agencies

of which 15  
CQ agencies

8  
internal centres

26  
external centres

3,410  
automotive partners

6,794  
other partners

### Environment

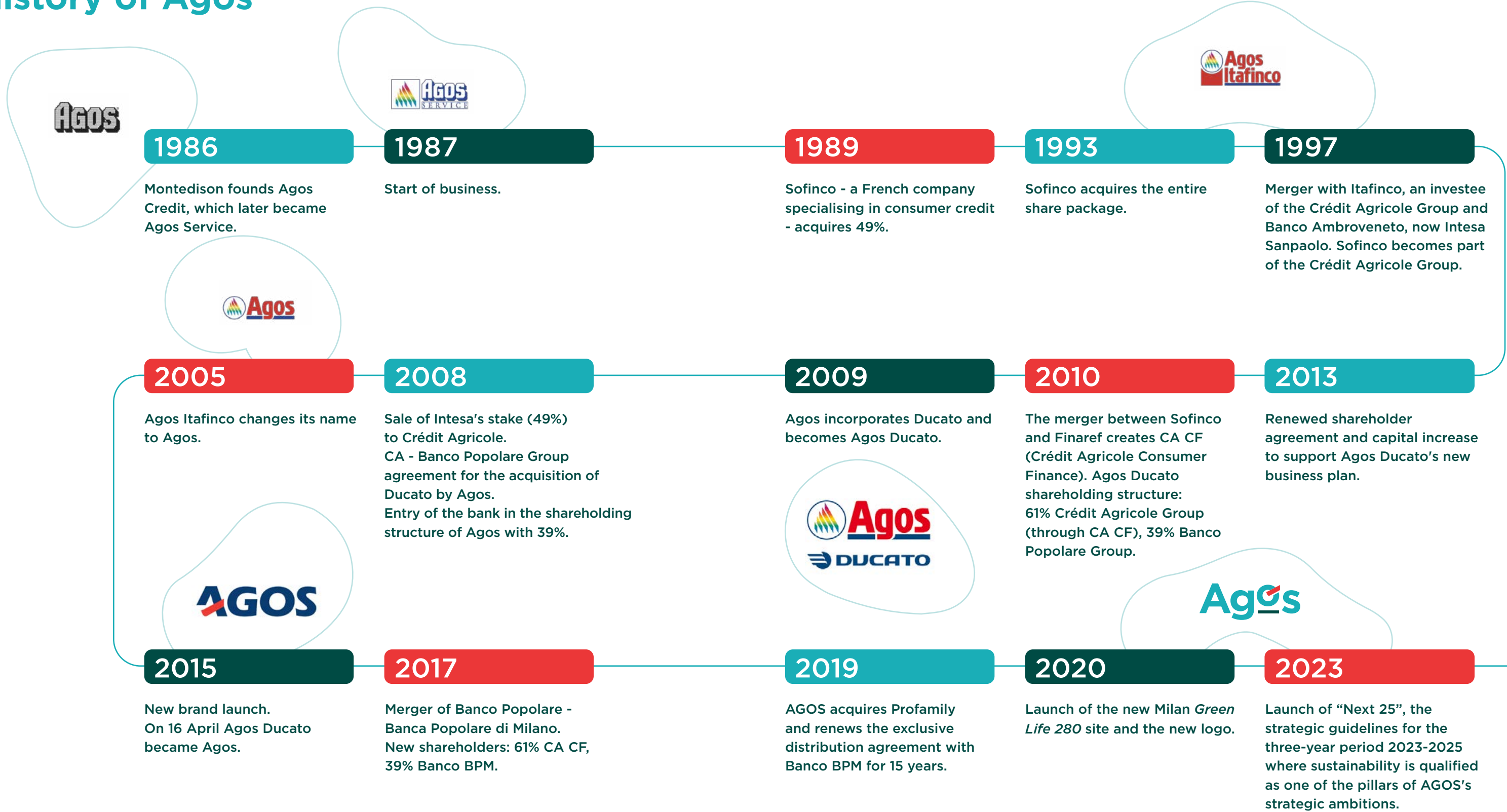
€436.5mn  
financing to support the energy transition

of which  
€56mn  
in GAR

-24%  
emissions CO<sub>2</sub>e  
v 2019 (reporting baseline)

# The history of Agos

GRI 2-6





# The company's mission and values

The commitment to be the Italian consumer credit company preferred by customers, partners, employees and society thanks to excellence in service quality and trustworthy relationships is the foundation of our mission, consistent with the *raison d'être* of the Crédit Agricole Group: "Act every day in the interest of customers and society".

By acting with a fully sustainable approach we want to become the market growth leader.

We are guided by values such as **passion** for what we do every day, the courage to think and act differently also in order to **innovate**, a **commitment** to transforming ideas into action, a sense of **closeness** that drives us to listen to the needs of our customers and partners and to try to solve them, as well as a **team spirit** that inspires us to share our ideas and work synergistically both in order to gain efficiency and to identify and develop talent.

We have always worked with respect for our customers, in order to reciprocate the trust that led them to choose us.

- Passion
- Innovation
- Commitment
- Proximity
- Team spirit



# The ecosystem of our shareholders



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

**>10,000**  
collaborators

**~17.2mn**  
customers

**€695.7mn**  
net profit  
at the end of 2023

**>1,400**  
branches  
throughout Italy

**>20,000**  
collaborators

**~4mn**  
customers

**€1.264mn**  
net profit  
at the end of 2023

61% → Agos ← 39%

In 2024 Crédit Agricole Consumer Finance officially changed its name to Crédit Agricole Personal Finance & Mobility (hereinafter CA PFM). The new name perfectly embodies recent strategic focuses and the desire to **increasingly support social transformations in consumption patterns and ecological and environmental transitions.**

# Our business

We are active in the Financial Services sector through the distribution of:

- PERSONAL LOANS
- TARGETED LOANS
- CREDIT CARDS
- LEASES
- INSURANCE SERVICES
- SALARY-BACKED LOANS



We operate in the market through **specialised professional networks** distributed throughout the country, underlining our proximity to our customers and partners, a fundamental aspect for their loyalty and satisfaction. A proximity that is not only physical, but also relational and service-oriented, an environment in which customers feel supported and valued.

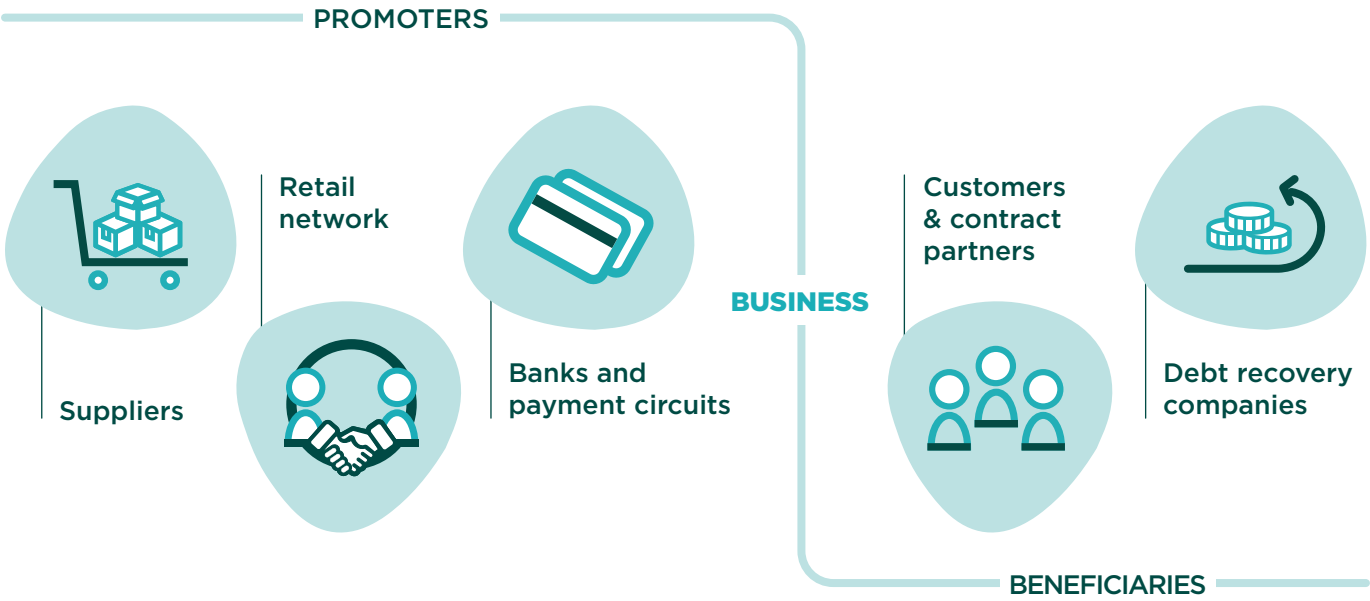
Our network consists of 114 direct branches, 99 affiliated agencies, 15 specialised agencies for salary-backed loans and 8 internal centres specialised in debt collection. We also work with 26 external debt collection centres and 4 outsourced call centres for customer relationship management and service support. Such an organisation continues to be relevant in order to ensure that customers can choose their preferred channel of contact at any time in the relationship.

Through specialised and differentiated training courses for direct branches, agencies, call centres and collection centres, we support our customers' needs in order to offer customised advisory services to help them make informed financial choices.

Direct **networks** are complemented by **partner networks** in specialised markets. We operate in a variety of product sectors – automotive, household equipment, large-scale distribution, to name but a few – through our **network of affiliated dealers**. To these we offer support, including local oversight, to help them sell their products using our financial services, grow their businesses and provide their end customers with excellent service.

We also offer a **coordination network**, which provides assistance to the branches of the captive and other partner banks and to all entities that distribute Agos products, such as agencies.

Through our **multi-channel services** we offer solutions for the management of online products and a dedicated **e-commerce channel** for customers who purchase via the web directly from our partners' sites.



## Our value chain

Upstream in the value chain are the **suppliers** represented by providers distributed throughout Italy through which we supply the utilities. Then there are the suppliers for the maintenance of offices and locations in the region, for our company fleet, for consulting and the provision of technology, whether it is employee equipment or support for sales or customer relationship management.

Using external providers, we handle the creation, printing, mailing and/or sending of direct email marketing with commercial offers and the archiving of contracts on our behalf. We are pursuing the goal of reducing paper communications in favour of electronic copies with less environmental impact.

An important category is outsourced suppliers for the telephone management of customers in both the sales and after-sales phases as **part of an omnichannel principle that allows us to be close to the customer to better meet their needs**.

Then we have the **network** through which we distribute our products, i.e. the **B2B partners**, the agents that promote and place our financial and insurance products, the **insurance companies** that provide the policies that we offer both in association with our loans and standalone or to protect the salary-backed loans.

**Debt collection companies support us in collection activities.**

For the management of the credit cards we place, we have existing relationships with the Visa and Mastercard **circuits** as well as the manufacturers of the physical **cards**.

Downstream in the value chain we find the customers and the business partners as recipients of the products we distribute through the direct and indirect networks.

# Ethics and Governance

GRI 3-3, 2-14

We believe that acting ethically and responsibly not only strengthens the relationship with our customers and boosts our reputation, but also nurtures our employees' pride and makes them feel surrounded by a work environment that instils trust.

The promotion of ethical behaviour and the creation of management and control structures within the company guarantee social responsibility and transparency in operations.

A governance system inspired by sound ethical principles increases the perception of reliability, attracts new quality customers and solidifies the economic stability of the company.

It avoids the risk of internal fraud and corruption, possible economic losses and weakened reputation, and counteracts the spread of unfair business practices.

We therefore believe that a commitment to ethical behaviour and the creation of management and control structures to ensure compliance is a necessary condition that can generate tangible positive effects both internally and externally to the company in the conduct of our business.

## Our Code of Ethics

Acting ethically means being able to promote the achievement of profitability and sustainable profit over time through strict compliance with the principles of integrity, legality, transparency and propriety towards our stakeholders and with the aim of generating shared value.

This conduct is also reflected in the principles expressed in our Code of Ethics, which is periodically updated, and which is also consistent with the Crédit Agricole Group Charter of Ethics.

Through this document, we clearly define the responsibilities we undertake towards stakeholders and supervisory authorities.

Based on the Group's values focused on customers and society, it illustrates the commitments of responsibility, integrity and transparency that guide our daily actions.



It defines the set of ethical principles, duties and responsibilities that our Company assumes towards stakeholders and all those who work with us to achieve the company's objectives.

The Code of Ethics is therefore an essential governance tool as it is an integral part of a broader vision of responsibility – including social and environmental – that we assume by placing the relationship with stakeholders at the centre of our “being”. It specifies the values and rules of conduct that define our internal processes, but also the conduct we require all employees and individuals who work directly and indirectly with us to adhere to.

In the performance of their work and duties, each director, statutory auditor, employee and contractor is called upon to comply with the rules and principles contained in this Code, pursuing the objective of combining profitability and competitiveness with strict compliance with professional ethics.

The Code of Ethics also imposes compliance with a wide-ranging array of commitments, and its observance is required of suppliers that enter into relations with the Company. We are working on introducing a specific questionnaire on this issue addressed to suppliers.

In order to govern the conduct of our business in accordance with the Code of Ethics, external laws and regulations, including supervisory guidance, we have set up an [INTERNAL REGULATORY BODY](#).

By means of the **Internal Code of Conduct**, we want to put the principles enshrined in the Code of Ethics into practice by means of guidelines in ordinary and extraordinary company operations.

To ensure that these principles are shared and applied in our daily actions, we have put in place a number of measures:

- **New employees**, when hired, receive a copy of the Organisational Model pursuant to Italian Legislative Decree 231/2001 and subsequent amendments (Organisational Model) and the Code of Ethics and sign a declaration that they have read, are fully

aware of and comply with the content described therein.

- **External parties** operating in sensitive activities are required to sign an acknowledgement and acceptance of the Code of Ethics and the commitment to conduct themselves in compliance with the Agos organisational model.
- **An extensive programme consisting of training, communication and awareness-raising plans** for all employees emphasises the importance of conduct in compliance with company rules, and disseminates knowledge of the Organisational Model, Code of Ethics and Internal Code of Conduct in a complete, clear, accessible and continuous manner. Specific courses are organised for employees working in sensitive activities so that they are clear about critical issues, the warning signs of anomalies or irregularities and the corrective actions to be taken. Similar initiatives are carried out towards those outside the company who collaborate with us.

In 2023 the mandatory training modules were as follows:

- “Transparency and consumer protection”
- “Distribution of insurance products”
- “Administrative liability of legal persons”
- “Anti-corruption”
- “Conflicts of interest, related parties and company ethics”
- “Regulation of competition”
- “Countering internal fraud”

At the end of these modules there are always tests to check the level of learning, the result of which is a condition for passing the courses.

At Agos we have then defined a **structure of delegations** that associates each role with a specific power of attorney/delegation, the assignment of which is established through a



specific process to ensure compliance with the law, supervisory regulations as well as policies, rules and internal procedures of the relevant framework and thus prevent the risk of illegal activities.

To this end we have adopted a **complex system of controls** regarding:

- **The line**, of a systematic nature aimed at ensuring the proper conduct of operations related to the company's operations.
- **Risk and compliance**, carried out by specialised corporate control functions within the Risk and Permanent Control Department.
- **Internal auditing**, headed by the Audit Department and aimed at detecting violations of procedures and regulations, as well as periodically assessing the completeness, adequacy, functionality and reliability of the internal control and information systems.

The **disciplinary system** sanctions conduct inconsistent with the Organisational Model and the Code of Ethics, of employees in accordance with the provisions of the disciplinary code, and of external contractors with measures established by contractual and legal provisions.

The annual report of the Compliance Function illustrates the status of the implementation of the compliance plan, detailing the presence of a risk assessment, any gap analyses, recurring checks and specific audits, not to mention support for employee training on mandatory content.

Areas impacted by the plan include anti-corruption, conflicts of interest, business ethics, combating usury, competition law, regulation of third-party distribution networks, distribution of insurance products, governance and incentive policies, administrative liability of legal persons, transparency and consumer protection, combating internal fraud, widespread compliance, and customer complaints.

A quarterly report monitors the level of compliance with the standards within the perimeter covered and action plans for any weaknesses identified.

Any violations must be reported promptly. In 2023 we promptly implemented the introduction of new regulations through legislative decrees, measures, explanatory notes, supervisory guidelines, acting simultaneously on multiple fronts: revision of customer documents and contracts; updating of organisational model and policies, operating manuals, procedures; employee communications and specific training; and IT projects.

As part of indirect monitoring, a specific assessment was also conducted on ESG issues to evaluate the applicability of current regulations on sustainability to Agos.

This activity begins with the identification of regulations, analysis of their impact, recognition of those applicable to our context and breaking them down into detailed requirements, followed by the identification of areas for improvement and the indication of possible adjustments in our governance.

The Board of Directors is briefed on the subject through the annual report called "Verification of the applicability to Agos of current regulatory sources on sustainability/ESG".

The areas for improvement identified are included in a targeted action plan, the progress of which is systematically reported to the Risk Committee on a quarterly basis.

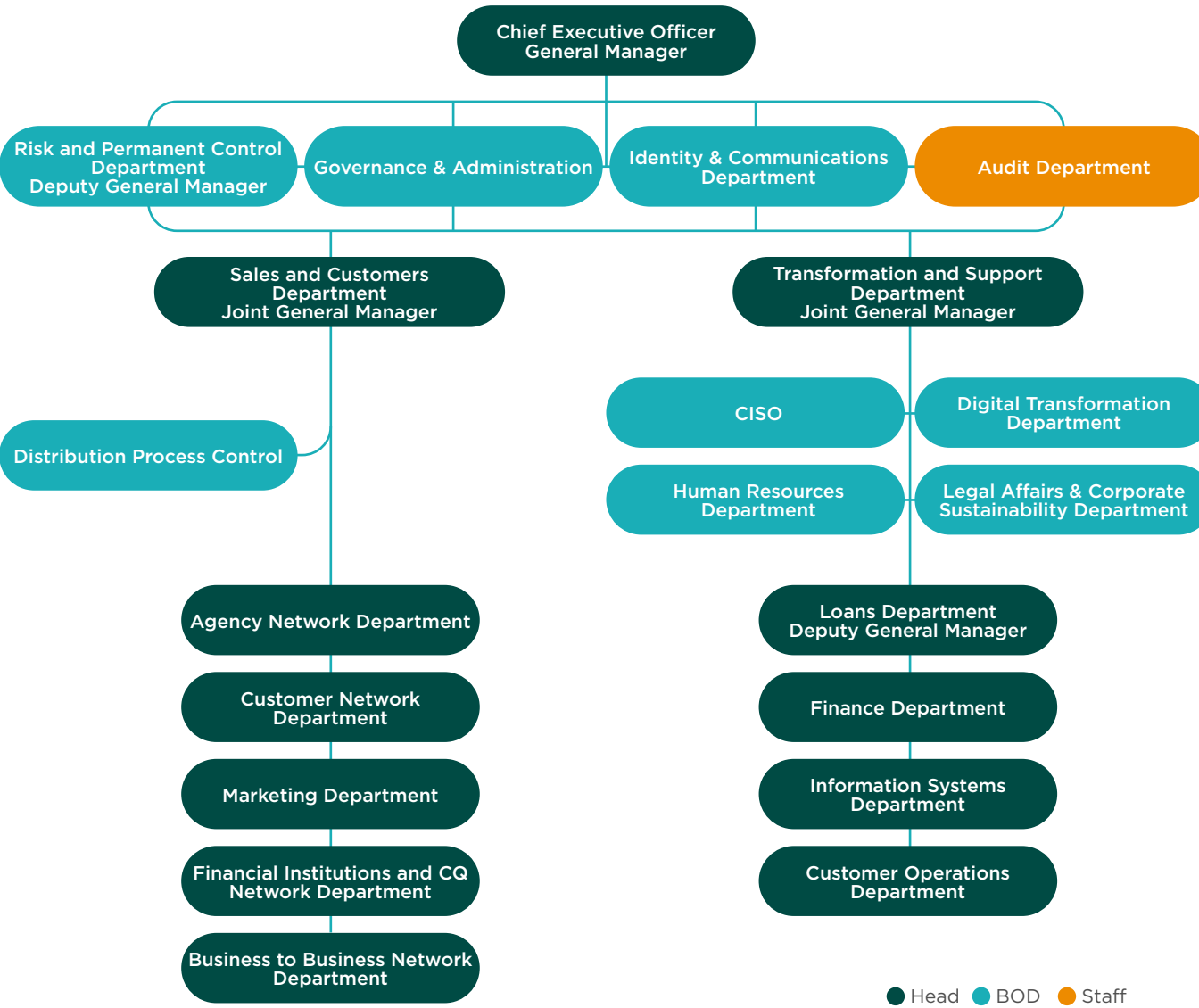
Customer focus is also reflected in the special attention we pay at Agos to the handling of complaints. As described in the chapter "Fair and responsible treatment of customers", accepted outcomes, partial or otherwise, of internal assessments or rulings of the Banking Financial Arbitrator or judicial authority are carefully analysed and subject to actions to remedy the anomalies found.

An initial monitoring of written complaints that can be considered sensitive for ESG purposes was also introduced.

Corporate governance

GRI 2-9

The following diagram illustrates the operational structures reporting directly to the Chief Executive Officer and General Manager and the Joint General Managers: The Audit Department reports to the Board of Directors.



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	1	2	12.50%	12.50%	25.00%
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%

FUNCTIONAL ORGANISATION CHART

The term of office of members of the Board of Directors is three years and is renewable.

New appointments were held on 30 March 2023: independent member Fulvia Astolfi replaced the outgoing Andrea Giorio.

The members of the Board of Directors, even if they hold offices in other organisations, are in a position to perform their assigned tasks well.

On the Agos Board of Directors, the stakeholder category represented is solely that of shareholders, i.e. CA PFM and Banco BPM.

The strategic oversight process of ESG impacts is delegated to the Board of Directors, and the definition and management to the Sustainability Committee, which meets at least quarterly.

GRI 2-10

The **appointment of the members of the Board of Directors** is the responsibility of the Shareholders' Meeting which – in compliance with the provisions of the Articles of Association and the requirements and criteria defined by the sector regulations art. 26 of the Consolidated Banking Act extended pursuant to art. 110 of the Consolidated Banking Act to financial intermediaries art. 106 of the Consolidated Banking Act, and MEF Decree no. 169/2020 –

resolves on the appointments for a period not exceeding three financial years, established at the time of appointment, expiring on the date of the Shareholders' Meeting for approval of the financial statements for the third financial year. Currently there are no board committees.

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 specific expertise, including with reference to ESG issues, 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.
- In 2023, when it became necessary to replace an independent member, a woman was appointed with specific ESG expertise, particularly with respect to the “S” component in the area of female empowerment and gender sustainability.

GRI 2-11

- The Chair of the Board of Directors is not a senior executive of Agos but General Manager of CA PFM, Deputy General Manager of Crédit Agricole SA and Chair of the Board of Directors of CA Auto Bank Spa (formerly FCA Bank Spa).

GRI 2-12, 2-18, 2-17

As defined in the **Sustainability Policy**, the Board of Directors defines the strategic objectives it intends to pursue, consistent with the vision, mission and values that identify us, and defines goals that are integrated into the guidelines of the three-year plan (2023-2025) called “Next 25”.

In keeping with the expectations issued by the Bank of Italy, ESG factors are an integral part of the business model and strategy, the organisational system and operational processes as well as the risk management system.



The Board of Directors and sustainable development

As envisaged in the plan submitted to the Bank of Italy and approved by the Board of Directors in March 2023, the members receive training that is either specific to them or part of training plans they are following, including within the groups/companies they belong to.

In 2023 members of the Board of Directors participated in ESG training at a seminar in June.

A document repository was also set up to be used to provide the Board of Directors with up-to-date information on sustainable development. Dedicated training is being organised for 2024.

Three members of the Board of Directors have experience with training on "RESPECT" in order to accelerate the evolution of a culture that is more oriented towards this value and the inclusion of diversity. One member received training on ESG issues with particular reference to "NET ZERO". One member participated in a training session on the needs of companies in the development of sustainability policies and on the new framework of credit policies integrated with ESG factors. The independent member has expertise with the gender gap and participated in a specific course on reading sustainability reports.

In 2023 there was no performance evaluation of the highest governance body with regard to overseeing the management of ESG impacts.

The **Sustainability Committee** is the specially established inter-functional committee with the task of implementing the strategic guidelines on sustainability and the integration of ESG factors in the company's business, as defined by the Board of Directors. It is chaired by the Managing Director of Agos and coordinated by the Director of Legal Affairs & Corporate Sustainability, and consists of the members of the Corporate Sustainability

structure and the Directors and Heads of corporate functions as defined in the Internal Rules of Committees.

- Commercial and Customer - Joint Commercial General Manager
- Risk and CP - Head of Risk Management and Head of Compliance and Financial Security
- Marketing - Director
- Identity & Communications - Head
- Human Resources - Director
- Loans - Director
- Finance - Director and Head of Real Estate and General Services
- Legal Affairs & Corporate Sustainability - Director and Corporate Sustainability Expert
- Information Systems Department - Director

Persons invited for the discussion of specific topics may also take part.

The Sustainability Committee defines and periodically updates a Sustainability Plan outlining the specific objectives and the set of actions and initiatives pertaining to its mission, as well as the KPIs for monitoring the achievement of the objectives.

It continually ensures the consistency of the Sustainability Plan with the Sustainability Strategy defined by the Board of Directors and integrated in the "Next 25" strategic guidelines.

It also specifies the information flows with the Board of Directors and the Management Committee and the various departments responsible for specific issues.

The Board of Directors receives adequate support in the exercise of a solid and well-founded decision-making process thanks to reporting on the progress of sustainability indicators. This reporting attests to the status of the implementation of action plans by all organisational structures and the timely

verification in the relevant committees (Management and Sustainability Committees).

The Sustainability Committee is the forum for regular reporting on performance and the discussion of measures taken to improve ESG impacts.

The Board of Directors approves the Risk Appetite Framework, which includes assessments of specific ESG risks and indicators for monitoring them. In the 2023 RAF the NPSs for the social scope were included, and in the risk strategy the environmental factors: number of climate risk incidents (which generate significant losses in the event of climate events), greenprint (general CO<sub>2</sub> emissions), greenfleet (CO<sub>2</sub> emissions of just the company fleet).

GRI 2-13

Based on the powers delegated by the Board of Directors and through the internal rules and regulations, the **Chief Executive Officer** assigns the tasks to the departments, which in turn allocate these tasks within the structure under their own responsibility and through the formalisation in the regulatory body of the rules governing company processes, the policies, approved by the Board of Directors. The internal rules and regulations are updated following organisational changes decided by the Chief Executive Officer in accordance with and implementing the decisions of the Board of Directors on the organisational structure.

In order to **involve and foster the dissemination of knowledge on sustainability issues**, the implementation of the Sustainability Strategy is delegated:

- i) To a **hybrid governance** with at least quarterly, if not monthly, alignment within the Sustainability Committee.

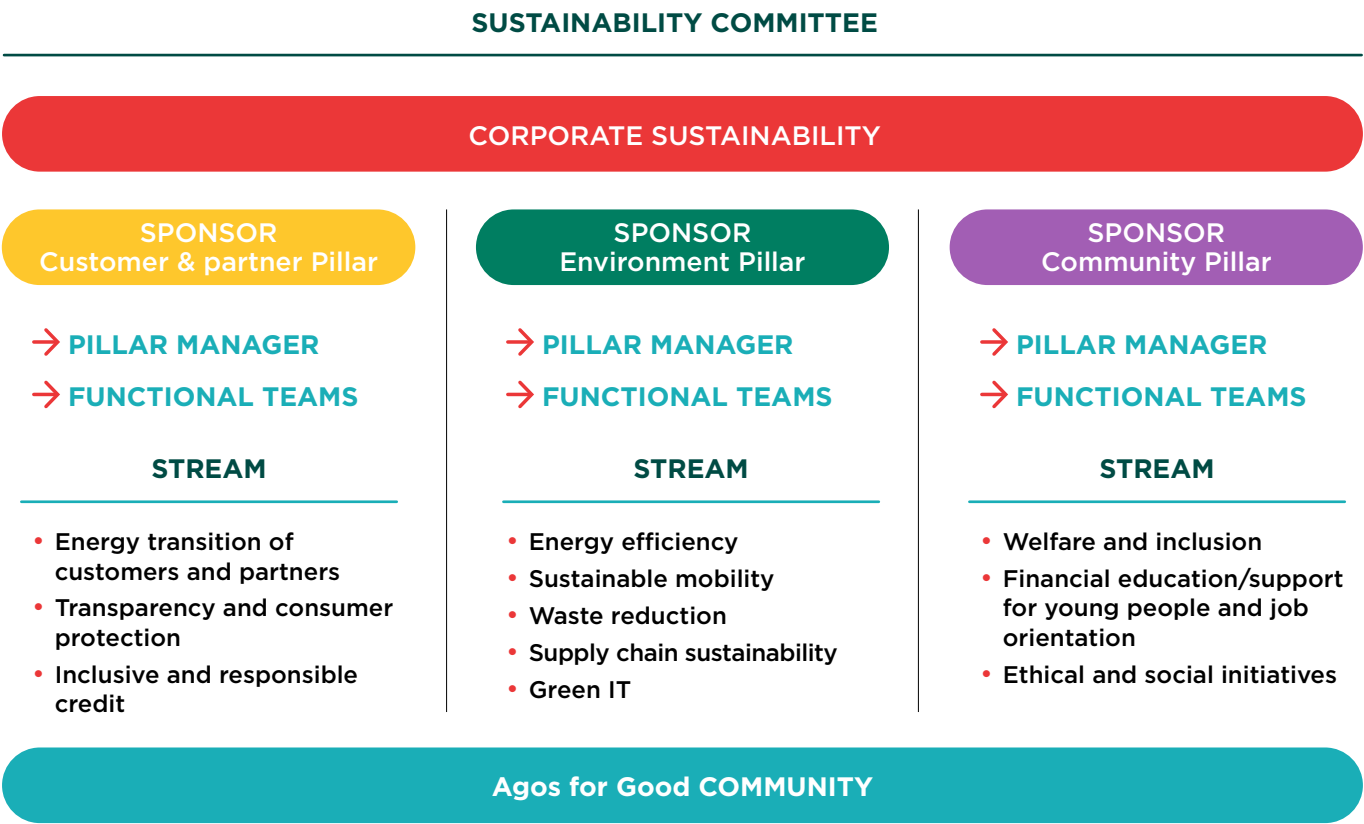
- ii) To **a dedicated Corporate Sustainability structure within the Legal Affairs & Corporate Sustainability Department**,\* which is responsible for coordinating sustainability issues and integrating them into the activities of all corporate functions. The latter, in relation to individual issues, assume responsibility for specific activities requiring specialised technical expertise, in accordance with the Sustainability Plan and the Medium-Term Strategic Guidelines approved by the Board of Directors.



(\*) The creation of the Corporate Sustainability function within the Legal Affairs & Corporate Sustainability Department and the establishment of a Sustainability Committee were approved by the Management Committee in 2020.



THE HYBRID GOVERNANCE AT AGOS



THE CORPORATE SUSTAINABILITY FUNCTION OF THE LEGAL AFFAIRS & CORPORATE SUSTAINABILITY DEPARTMENT

The department’s main task is to propose and coordinate a sustainability strategy consistent with the guidelines and objectives defined by the Board of Directors, in synergy with business objectives, including by monitoring the main national and international institutional and regulatory references. Moreover, it:

- Draws up the Sustainability Plan and related Policy.
- Directly implements initiatives entrusted to it under the Sustainability Plan and coordinates the activities entrusted to the various Pillars.
- Supports company structures in grounding and monitoring sustainability initiatives, reporting to top management.
- Manages relations within the CA PFM Group on sustainability issues, through specific ESG committees involving the Crédit Agricole Group’s product companies in Italy and CA PFM’s international Business Units.
- Carries out stakeholder engagement activities.
- Identifies and monitors sustainability KPIs and related reporting.
- Initiates specific activities on the ground related to the implementation of the three-Pillar Sustainability Plan.
- Serves as the company’s point of reference on ESG issues.

PILLAR SPONSOR

Is appointed by the Sustainability Committee from among the Directors, members of the Management Committee, and is the figure who supports and promotes the strategy, goals and initiatives of each Pillar of the Sustainability Plan.

- Directs the Pillar Manager towards the expected goal, providing supporting.
- Promotes initiatives in dedicated committees.

PILLAR MANAGER

Designated by the Pillar Sponsor, coordinating with the Corporate Sustainability function:

- Proposes and/or identifies initiatives and projects aimed at achieving objectives in accordance with the ESG areas within their purview.
- Guides and manages activities.
- Engages the relevant corporate functions.
- Proposes action plans and KPIs, managing the allocated budget and coordinating Stream Managers.
- Reports to the Sponsor and the Sustainability Committee.

STREAM MANAGER

Identified by the Pillar Manager, this person is a coordinator who provides operational support for the implementation and production of the individual projects assigned.

COMMUNITY

The internal **Agos for Good** Community acts as a link between the Pillars and the entire company and is made up of co-workers who join on a voluntary basis, embody the values of sustainability and act as its spokespersons within Agos. More specifically, it supports the promotion of a sustainability culture through project proposals in the region in accordance with the principles approved by the Sustainability Committee, a contribution to the engagement of employees and the dissemination of knowledge about the Sustainability Plan.

With the approval of the guidelines for the integration of ESG Factors into the company’s operations, the Board of Directors defines a strategic and systemic approach to sustainable development that impacts all company functions.



GRI 2-15

Conflicts of interest

Without prejudice to the specific provisions/prohibitions envisaged by the labour laws of the sector, including by collective bargaining, at Agos, in addition to referring to the Code of Ethics, we have adopted the “**Conflict of Interest associated parties regulation**” policy, approved by the Board of Directors, in order to define, regulate and prevent conflicts of interest that may arise from relations with third parties and the granting of loans to directors, top managers, employees or their relatives.

In 2023 there were no conflicts of interest relating to membership in the various Boards of Directors, to the ownership of shares in the same organisation of which suppliers and other stakeholders are shareholders, to the existence of shareholders with controlling powers or to related parties and relative relationships, transactions and overdrawn balances.

GRI 2-16

Each year the Compliance department submits the “Compliance Report”, the “Complaints Report”, the “Insurance Distribution Report” and the “Antitrust Compliance Report” to the Board of Directors. The “Information flows of the control bodies and functions” procedure governs:

- Tasks
- Responsibilities
- Information flows
- Methods of coordination of the control bodies and functions within the Internal Control System.

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

Remuneration policies

At Agos we define the guidelines of the company’s remuneration strategies through the **Remuneration Policy**, which is approved by the Board of Directors and subject to review and update at least annually.

The members of the Management Committee oversee the salary review process and validate the general rules for awarding salary increases and bonuses. The process does not involve external consultants.

We develop remuneration policies in line with national regulations implementing the European Remuneration Policy Directives, in particular the time-to-time updates of the CRD regulations (Capital Requirements, IV and V being the most recent), and take into account the regulations issued by the national regulator (Bank of Italy) as well as the directives issued by CA PFM.

They are guided by principles of transparency and sustainability, and values that are an integral and fundamental part of identifying our management and growth strategies. Specific objectives on these issues are assigned to staff.

The remuneration philosophy, applied globally, balances the pressures of an increasingly competitive market with the legitimate expectations of shareholders, employees and customers. To this end, personnel with variable remuneration have a fair mix of economic/quantitative objectives (50%) and qualitative objectives (50%).

We apply principles of fairness and equal opportunities to generate value in the short as well as in the medium and long term. The gender neutrality of personnel ensures equal treatment regardless of gender as well as any other form of diversity, basing evaluation and remuneration criteria exclusively on merit and professional expertise. Specially developed

plans have also been put in place to further close the already narrow gender pay gap.

We therefore carefully assess that there is consistency of remuneration between comparable roles and responsibilities, regardless of gender, origin, political or religious conviction, or sexual orientation. We manage Risk, Compliance and Sustainability over time. We assess the market to be competitive. We value results, skills, conduct and values acted upon by teams and individuals. We ensure the economic sustainability of remuneration systems. We strictly observe applicable legal and regulatory provisions.

The ratio of the annual total compensation of the highest-paid person at Agos to the median annual total compensation of all employees, excluding the highest-paid individual, is 9.72.

The use of a “variable remuneration” system intended for the members of the management committee and certain Identified Staff must have the objective of achieving an incentive system in the interest of all stakeholders that is consistent with the Company’s values, strategies and objectives in the short, medium and long term, closely linked to company results, duly assessed to take into due account all the main risks of the Company, in order to avoid distortions that may lead to deviant conduct, regulatory violations or excessive risk-taking for the Company.

These policies therefore represent an important management lever that Agos uses to foster the competitiveness and good governance of the Company, supported by a proper orientation of the management and staff towards risk containment and customer protection, with a view to proper conduct and management of possible conflicts of interest. They are designed to create value over time and pursue sustainable growth for shareholders, employees and customers.

Furthermore, the **remuneration systems adopted by the Company are defined in keeping with the Company’s objectives and values, including the environmental, social and governance (ESG) sustainability factors** expressed in its own “Next 25” strategic guidelines and in line with the parent company’s guidelines.

- The remuneration policies therefore aim to:
1. Attract, motivate and retain people, creating a sense of identity and developing a culture based on moral integrity, cooperation and an explicit internal culture linked to values such as propriety and ethics.
  2. Give due recognition to particular actions, rewarding merit both individually and collectively.
  3. Attune the interests of employees to those of the Company and more generally of the Group.
  4. Promote sound risk management.
  5. Promote gender neutrality by applying the principle of equal pay for male and female workers with equal roles, skills and seniority in a manner that is consistent with EBA (European Banking Authority) guidelines.



The key principles that the Agos Remuneration Policy is based on are:

- **Consistency of remuneration between comparable roles and responsibilities**, regardless of gender, origin, political or religious conviction, or sexual orientation (see the Code of Ethics).
- **The monitoring of Risks, Compliance and Sustainability over time**, with rules that avoid conduct and phenomena in conflict with the interests of the Company and in conformity with the risk-taking propensity framework approved each year by the Board of Directors (Risk Appetite Framework).
- **Competitiveness**, in the sense of continuous comparison with market practices.
- **The recognition of merit**, i.e. the promotion of results, skills, conduct and values acted upon by teams and individuals.
- **The economic sustainability of remuneration systems** ("affordability") by monitoring the implications of labour costs on the profit and loss account, both in the short and medium to long term.
- **Compliance with applicable legal and regulatory provisions**, including, with regard to "relevant persons", the rules on transparency and propriety in dealings with customers, as well as other applicable regulations (e.g. Volker rule/Banking and Finance Act), not to mention sustainability regulations.

In the event of early termination of the contract, payment of deferred variable remuneration is not envisaged, except in exceptional cases validated by the Agos Board of Directors on the recommendation of the CEO of the CA PFM Group.

In particularly serious cases, or when events occur subsequent to payment dates, without prejudice to the regulations envisaged in these situations the Company reserves the right to subject the variable part of the remuneration to a possible clawback that provides for the repayment of the variable remuneration paid, whether deferred or not. The clawback is at least applicable to the incentives recognized and/or paid to the parties that have caused or contributed to causing:

- Conduct that does not comply with legal, regulatory or statutory provisions or any applicable codes of ethics or conduct, resulting in a significant loss for the Company or customers;
- Fraudulent behaviour or gross negligence to the detriment of the Company.

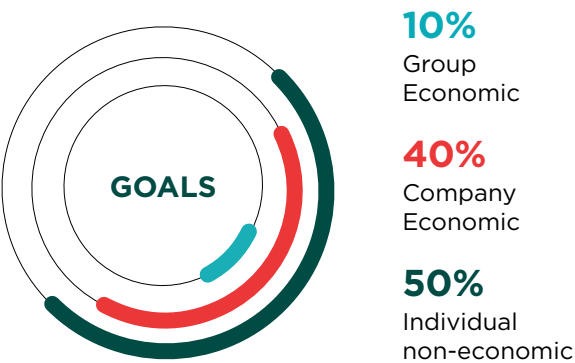
This correction mechanism can be triggered up to five years from the payment of the variable remuneration.

There are currently no references in the company to policies related to retirement benefits.

Recognition of the variable component of the remuneration of Identified Staff is subject to an assessment of individual, Company and Group performance based on:

- **Economic objectives**, for at least 50%, referring to the indicators: risks generated, cost of liquidity and capital, and financial results at both the company and Group levels.
- **Non-economic objectives**, for the remaining percentage, based on indicators linked to three different drivers described in the next section.

The following diagram illustrates the nature of the objectives considered and the weight attributable to them.



**Non-economic objectives**

These are linked to possible Group projects and aimed at assessing the added value provided.

**1. Human Capital Indicators**

In this case reference is made to conduct aimed at initiating a transformation of the managerial style in an effort to institute management based on trust and confidence in order to attract, grow and retain those staff that are considered strategic for the company's development through the following actions: identifying talent and future managers, encouraging them to develop and promoting their growth.

Simple as an example, account must be taken of all conduct aimed at:

- Developing skills through various tools such as training and delegation.
- Steering the careers of reports through the promotion of development, growth and internal mobility.
- Motivating teams by sharing information, getting involved in projects, etc.
- Promoting managerial skills and encouraging responsible behaviour towards staff.

- Minimising hierarchical levels by reducing intermediate organisational units and increasing the span of control, i.e. moderating the breadth and verticality of the manager's direct reports.
- Promoting ESG culture by encouraging participation in:
  - Internal and external training on social responsibility and financing to support the energy transition.
  - Corporate projects on sustainability issues and the role played (e.g. projects on financial education, volunteering initiatives, socio-environmental initiatives, selection of suppliers with sustainability criteria).

Awareness-raising on these issues, which encompasses not only environmental but also social sustainability, should apply to all personnel.

**2. Indicators that relate to the internal/external customer**

Parameters considered include:

- The customer service and support provided by measuring satisfaction using NPS (Net Promoter Score).
- The ability to adapt the offering to the customer's needs, demonstrating an ability to find solutions that satisfy evolving habits by responding to forces driving innovation.
- Transparency in terms and conditions to the customer.
- The suitability of the products to the customer's needs.
- The implementation of actions aimed at improving customer protection.



3. Indicators that are considered at the Company level

These refer to the following parameters:

- Internal indicators related to the focus on social responsibility, respect for values as well as compliance with legal obligations and economic commitments.
- External indicators take into account the impact on the environment, the development of finance to support the energy transition, the ability to generate good relations with customers, suppliers and more generally with partners. The evaluation of this performance must also be placed in relation to market practices (understood as the amount and variability of profit) and in line with regulations at various levels.



GRI 2-23

The Organisation, Management and Control Model

We deemed it appropriate to adopt a specific Organisational, Management and Control Model pursuant to Italian Legislative Decree no. 231 of 8 June 2001 in the belief that this constitutes both a valid tool for raising the awareness of all those who work on behalf of the Company, so that they behave properly and in compliance with internal and external regulations, and an effective means of prevention against the risk of committing crimes and administrative offences covered by the law in question.

Specifically, with the adoption and constant updating of the Model we aim to pursue the following main purposes:

- For all those who work on behalf of the Company performing “sensitive activities” (i.e. those offences referred to in Italian Legislative Decree no. 231/2001 that by their very nature might be committed), increase their awareness that in the event of violation of the provisions issued on the subject they may be subject to

disciplinary and/or contractual consequences, as well as criminal and administrative sanctions.

- Reiterate that such forms of unlawful behaviour are strongly condemned since they are in any case contrary not only to the provisions of the law, but also to the ethical principles we aspire to and that we intend to comply with in the exercise of our business.
- By means of monitoring the areas of activity at risk, enable us to promptly intervene in order to prevent or combat the possible commission of offences and to sanction any conduct found to be contrary to our Model. This is also by means of a structured system of information flows to the Supervisory Body, which can also benefit from the internal procedures for reporting violations (whistleblowing) that we have put in place.

Integral parts of the Organisation, Management and Control Model include both the Code of Ethics, which clearly and transparently defines the set of values that underpin our business operations, and the Code of Conduct, which puts into practice the commitments made in the Code of Ethics and is designed to be a guide in our daily actions, decisions and behaviour.

The Organisational Model, Code of Ethics and Code of Conduct represent our commitment policies, respectively available at [agoscorporate.it](https://www.agoscorporate.it) at the links:

- [Agos Code of Ethics](#)
- [Crédit Agricole Group Code of Ethics](#)
- [Agos Ducato S.p.A. Code of Conduct](#)
- [231 OMCM](#)

More concrete and specific definitions of the actions to be implemented by scope of application are provided by the policies approved by the Board of Directors.

The commitments made do not include due diligence.

GRI 2-24

The internal rules published on the intranet (OMCM, Code of Ethics, Code of Conduct and policies described in GRI 2-23) are reinforced with mandatory training on topics such as the Organisation, Management and Control Model, international sanctions, anti-money laundering, transparency in financial transactions, anti-corruption, fraud prevention, privacy, and IT security.

GRI 2-26

Agos’s internal rules define the mechanisms for ensuring responsible business conduct and for reporting any situations of non-compliance with internal rules and current laws, potential or otherwise.

GRI 2-27, 307-1, 417-3

In 2023 there were no cases of:

- Non-compliance with laws and regulations
- Fines
- Non-monetary sanctions
- financial penalties or sanctions for non-compliance with environmental laws and/or regulations
- Non-compliance concerning marketing communications.



GRI 206-1

There were also no pending or completed legal actions in 2023.



2

# Agos and sustainability

We want to contribute to countering climate change by mitigating our environmental impacts, identifying and implementing concrete initiatives to reduce emissions, consumption and waste of resources.

The principles that guide us:

- AWARENESS
- SUPPORT
- TRUST



# Material Topics and sustainability objectives

## THE PROCESS OF INCORPORATING SUSTAINABILITY IN THE BUSINESS

In 2017 the CA SA Group-wide FReD project was launched with the aim of promoting sustainable development through employee involvement.

In 2019 the transition from CSR to Sustainability was made. Consistent with the CA PFM Group's Climate Strategy, sustainability is integrated into the Strategic Guidelines first defined in the Medium-Term Plan for 2020-2022, and integrated into the "Next 25" strategic guidelines for 2023-2025.

At the beginning of 2020 the Sustainable Business Strategy was approved by Agos Management Committee. Sustainability Governance and the strategic Pillars were approved.

The Sustainability Committee was then set up to make our sustainability vision consistent with the KPIs and projects of the 2020-2022 Medium-Term Plan.

In 2021, inspired by Crédit Agricole's *raison d'être* "to act in the interests of our customers and society each day", "**CA CF for Good**" was launched as an initiative developed within the CA PFM Group to consolidate Group values in support of a sustainable future.

At Agos we decided to apply this manifesto via "**Agos for Good**", with the aim of becoming and being recognised as a company that conducts its business with transparency and achieves its profit by acting with respect for people, customers, partners and the environment.

For us at Agos, sustainability translates concretely into a commitment to **reduce our carbon footprint** through responsible energy and emissions management, reduce waste, work with suppliers who show the same commitment to ESG objectives as we do, promote sustainable mobility, and accompany **customers and partners during their energy transition**.

Our social commitment translates internally into constant attention to and protection of the well-being of our employees through professional development and the creation of an inclusive working environment, where diversity is considered an asset and everyone's success is based on merit, bringing ethics and business together, and externally into **collaboration with local communities** in order to promote shared prosperity that is sustainable in the long term.



GRI 2-29, 3-1, 3-2

## STAKEHOLDER MAPPING

Consistent with the principle of inclusiveness, we identify our stakeholders by defining them as those individuals, entities or companies that can reasonably be expected to be significantly impacted by our business.

Stakeholder engagement meets the requirements of:

- **Materiality:** knowing and identifying stakeholders and their expectations.
- **Completeness:** deeply understanding stakeholders' expectations, views, perceptions of concrete issues.
- **Accuracy and timeliness:** responding in a concrete and consistent manner to the expectations and concerns expressed by stakeholders.

The basis used to identify stakeholders are "standard" industry categories that were then customised to the specific situation of Agos.

The categories of stakeholders we involved in the materiality analysis are:

- **Agos employees**
- **Consumer Associations and, through them, Customers**
- **Partners**
- **Agents**
- **Suppliers**
- **Shareholders**
- **Local communities**
- **Municipal Administrations**

The sectoral authorities were not involved in the prioritisation as their positions and priorities are already identified in their guidelines and regulations.

**We deeply believe in "creating shared value" with our stakeholders** and act in a structured way with our various counterparts, always putting them at the centre of our choices, projects and processes to promote their interests. We periodically listen to their voice, and where appropriate implement corrections to increase their satisfaction.



Structured employee listening is developed in the context of the Human Centric Project of the Crédit Agricole Group. Each year an anonymous questionnaire is submitted to employees by an external body to measure their level of satisfaction (*IMR-Index de Mise en Responsabilité*) which contains questions on commitment (*l'autonomie, le discernement, la confiance, le courage, la prise d'initiatives*) and recommendation, probing areas including, for example, opinions on the service provided to customers and society, knowledge of company and Group strategy, trust in top management and attention to diversity and inclusion. By expressing their points of view, employees/contractors enable the company to act to meet various expectations. With a response rate of 95%, the 2023 IMR called "Your Voice for Our Transformation" was as successful as the previous year and seven percentage points higher than the overall performance of Italian companies in the financial sector.



OPPORTUNITIES TO MEET WITH EMPLOYEES

Initiatives	Description	Frequency/Duration
Call4all	CEO webinar with all employees	2
Lunch together	Meetings involving the Chief Executive Officer, three members of the Management Committee and 15 co-workers each time, except for the first three meetings with about 20 co-workers as they are remote	6
Celebrating 20 and 30 years at Agos	Celebration of 120 employees invited to celebrate 20-30 years at Agos	1
Agos Leadership Team	Monthly Management Committee meeting with almost 90 managers	monthly
MC in Lucca	Meeting with managers during the Management Committee meeting in Lucca	2

In addition to the initiatives described above, there are ordinary activities of the CEO, the Joint General Managers and the members of the Management Committee who participate in field trips, attend inaugurations of new branches and agencies and attend area meetings.



Customer focus is an ongoing commitment that is specifically reflected in the material topic “Fair and responsible treatment of Customers”.



For us Consumer Associations are among the main expressions of the voice of the customer, which is why we constantly liaise with them to explore jointly identified issues aimed at increasingly improving relations with our customers. We facilitate the amicable settlement of disputes through conciliation procedures. In 2023 there were no conciliations.

GRI 2-28

We are members of major trade associations such as: **Assofin, Assilea and Conciliatore Bancario Finanziario.**

We are also members of **Sustainability Makers - The Professional Network**, the association that brings together professionals in Italy who are dedicated to the definition and implementation of sustainability strategies and projects in companies and other organisations.

We also cooperate with **Consumer’s Forum**, which is made up of the most important consumer associations, institutions, numerous industrial and service companies, and their trade associations, with the aim of facilitating mutual understanding and overcoming the difficulty of dialogue between consumer associations and companies. Every year we participate in the debates, bringing our input on the proposed topics. In 2023 we hosted the conference **“Sustainability: Corporate Strategies in Mobility Management”** at our Milan offices, organised in collaboration with Bicocca University and ASviS (Italian Alliance for Sustainable Development).

Since 2018 we have participated in the **Salone della CSR** held at Bocconi University in Milan, recognised as the main event in Italy dedicated to sustainability issues, with an active role in the dissemination of the culture of social responsibility, bringing our sustainability experience on the various topics proposed each year.

- **2018** (“The Routes of Sustainability”): attendance at the workshops *“Education for the future: companies’ commitment to schools”* and *“Innovation & Change: 5 experiences in one hour”*.
- **2019** (“The territories of sustainability”): participation in *“Innovation as a driver of sustainability”* meetings.

- **2020** (“The faces of sustainability”): participation in the meetings *“Education and training for a more sustainable development”* and *“Preparing to manage emergencies and risks in a sustainable way”*.
- **2021** (“Sustainable Rebirth”): participation in the workshops *“Diversity & Inclusion, a useful choice for the company and its business”* and *“Smart Communities for Smart Cities”*.
- **2022** (“Sustainable Connections”): participation in the meetings *“Open innovation: broadening horizons for a sustainable future”* and *“Local regeneration and brand urbanism”*.
- **2023** (“Inhabiting change”): participants in the debates *“More sustainable cities? Not a dream but a shared commitment”* and *“DE&I, a commitment for all organisations”*.



Many opportunities for sharing, listening and analysis are dedicated to the Partners of the B2B network. In order to remain close to our business partners and guarantee them the best business development support, the top managers of our business partners from all markets were invited to the 2023 edition of ARC - Agos Retail Connection, the annual event organised to share insights and discuss the current economic and geo-political situation.

Commitment to Partners that takes the form of studying and implementing solutions focused on simplicity, innovation, accessibility and relationships. The main projects to achieve this objective are as follows:

- Make purchasing experiences increasingly remote and digital, such as the already released AgosPass app, which enhances customer and partner satisfaction by improving purchasing experiences and ease of access to credit.
- Simplify and streamline the system of uploading applications through remote recognition of KYC customers via video-selfies (*Smart Enrolment*).

Furthermore, the “e-commerce” process (front end and back end) was revised to speed up operations.

In 2023, following an internal assessment to identify areas for improvement, we implemented a major reorganisation of the Sales Department involving three Business Networks (partner, automotive, remote), all related operational support structures and the centralised agreement development and management functions. The aim was to respond as best as possible to a rapidly changing market (increase in inflation and the cost of money, resulting in a slowdown in consumption) and the new requirements of business Partners.

The proximity and support to partners continue with constant updates through the online community and the Agospartner website ([agospartner.agos.it](https://agospartner.agos.it)) that serves the B2B world with dedicated sections:

- **Mobility:** market data, trends, new strategies in the automotive sector
- **Retail:** trends from the world of mass retail, electronics and small and large stores
- **Home:** furniture and the housing market: a window on the sector

- **A window on sustainability** and combating climate change

**Attendance at the most important industry events, such as Automotive Dealer Day, EICMA, the Boat Show and the Salone del Mobile, is also an opportunity for our CEO to meet our partners and to seek new stimuli, new answers and drive innovation and growth for the entire industry.**



Agents

**Each year agents are invited to the Network conference dedicated among other things to the presentation of strategic guidelines, including the ambitions of our customers and partners related to the energy transition and the reduction of our carbon footprint, as outlined in the “Next 25” strategic guidelines.**

In addition, during the course on communications arranged by Agos, in-depth information was provided on the Sustainability Plan and other related initiatives, such as the Financial Education projects in schools and the Agos Green&Smart Parks.

Agents were also invited to activities of cultural and artistic interest and to promote well-being and sustainable practices, organised by the Agos for Good Community, such as a visit to the Royal Palace of Caserta and bicycle rides in the area.

Agency employees, together with Agos employees working in our branches, were involved in the “mirror survey” that mirrors the Net Promoter Score, in order to assess our service to customers also from an internal point of view, i.e. of those who manage and support customers.



Suppliers

**With regard to Suppliers, each year a Supply Chain survey is prepared by an external company to measure the level of satisfaction of Suppliers** whose relationship is managed through registration in the Crédit Agricole Group’s purchasing portal in Italy, for contracts with a duration of more than 12 months or amounts greater than a certain cut-off. This initiative stems from a commitment to share values and listen to needs for mutual growth. The survey’s results provide an opportunity to understand the company’s strengths while defining challenges and significantly developing partnerships.



Municipal administrations

**The dialogue with municipal administrations passes through third-sector associations through the “Agos Green&Smart Parks” project aimed at regenerating urban areas to be returned to the community.**

→ Elaborate on page 114

## Agos insights

The presentation of the Agos Insights observatory is one of the main opportunities to meet with stakeholders, also for the purpose of addressing social and environmental impact issues.

The “**2023 Agos Insights**” study is the second edition of the survey on the sustainable consumption habits of Italians carried out with Eumetra on a sample of 2,000 respondents who are representative of the Italian population by gender, age, size and area of residence, which highlights the growing interest in social and governance aspects of sustainability issues among young people.



GRI 3-1, 2-14

ANALYSIS OF THE MATERIAL TOPICS

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 “Next 25” Strategic Guidelines and the Sustainability Plan.

The list was discussed in the Management Committee where the Directors 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.

For this ESG Report, 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

GRI 3-2

The analysis concluded with the identification of **eight MATERIAL TOPICS** that effectively define the company’s ESG identity.



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
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			
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
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
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
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
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
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



ANALYSIS OF IMPACTS AND PREVENTION/MITIGATION ACTIONS

Material topic: PROTECTION, WELL-BEING AND DEVELOPMENT OF HUMAN RESOURCES		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
<b>ACTUAL:</b> <ul style="list-style-type: none"><li>Improvement of the skills of employees with increased employability</li><li>Increased awareness of sustainability issues</li><li>Greater inclusion and promotion of diversity</li><li>Employee prevention, health and well-being</li><li>Employment and consequent economic stability</li><li>Skills for employees through both personal and professional training</li><li>Distribution of economic value (production bonus)</li></ul>	<b>POTENTIAL:</b> <ul style="list-style-type: none"><li>Gender gap</li><li>Gender pay gap</li><li>Talent drain</li><li>Stress absenteeism and no welfare policies</li><li>Resignations</li></ul>	<p>Training, development, autonomy and empowerment of people:</p> <ul style="list-style-type: none"><li>Ambassador project</li><li>Managerial culture change project</li><li>Training</li><li>Working Smart 2.0</li><li>Skills Project</li><li>Performance review with managerial and employee commitments as objectives</li><li>New employee onboarding process</li></ul> <p>Employee health and well-being:</p> <ul style="list-style-type: none"><li>LILT: webinars and prevention nuggets</li><li>Vaccine campaign</li></ul> <p>Protection of diversity and promotion of equality:</p> <ul style="list-style-type: none"><li>Women in managerial roles</li><li>D&amp;I month</li><li>Queesy Project</li><li>Counselling for Agos Wond(h)er community members</li><li>Auticon &amp; Alkemy Project</li><li>She Tech Community</li></ul> <p>Benefits:</p> <ul style="list-style-type: none"><li>Laundry and car wash services on site</li><li>Section of the company intranet with offers and facilities dedicated to its own people, in what can be called the Agos EVP</li><li>Scholarships for employees' children</li></ul> <p>IMR: survey and recovery plan</p>

(CONT'D)

Material topic: SUPPORT FOR LOCAL COMMUNITIES AND THE CREATION OF SHARED VALUE		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
<b>ACTUAL:</b> <ul style="list-style-type: none"><li>Support for community social projects</li><li>Support of third-sector companies and non-profit organisations</li><li>Municipal administrations</li><li>Contribution to young people's education and awareness of financial management and integration into the working world</li><li>Support for the introduction of fragile individuals into the working world</li><li>Employee pride and increased attachment to the company</li></ul>	<b>POTENTIAL:</b> <ul style="list-style-type: none"><li>Declining ability to attract new talent</li><li>Drop in employee engagement</li></ul>	<ul style="list-style-type: none"><li>Brand urbanism with the Green&amp;Smart Parks project</li><li>Financial education and work-study programmes</li><li>Volunteering and participation in sports initiatives for inclusion purposes</li><li>Economic support and donations</li></ul>

Material topic: ETHICS AND CORPORATE GOVERNANCE		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
<b>ACTUAL:</b> <p>Employees:</p> <ul style="list-style-type: none"><li>Trust in a responsible, fair and solid employer</li><li>Confidence in a clear, transparent definition of roles, conduct and rules to be followed<ul style="list-style-type: none"><li>Attracting talent</li><li>Improved satisfaction, thereby creating engagement and attachment to the company</li></ul></li></ul> <p>Customers:</p> <ul style="list-style-type: none"><li>Trust and perception of reliability</li><li>Attractiveness to lenders</li><li>Attract new quality customers</li></ul>	<b>POTENTIAL:</b> <ul style="list-style-type: none"><li>Corruption</li><li>Fraud</li><li>Unfair commercial practices towards competitors and customers</li><li>Economic losses</li><li>Weakened reputation</li><li>Talent drain resulting in loss of expertise</li><li>Employee employment instability</li></ul>	<ul style="list-style-type: none"><li>Organisation Model, Code of Ethics, Code of Conduct, policies</li><li>Mandatory training for employees and business partners</li><li>Organisation by proxies and powers of attorney</li><li>Three-level system of internal controls</li><li>Disciplinary system</li></ul>

(CONT'D)

Material topic: RESPONSIBLE ENERGY AND EMISSIONS MANAGEMENT		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
<b>ACTUAL:</b> <ul style="list-style-type: none"><li>Reduction of consumption</li><li>Lower environmental impact (Scopes 1-2)</li><li>Waste reduction</li></ul>	<b>ACTUAL:</b> <p>As a company the following are unavoidable:</p> <ul style="list-style-type: none"><li>Electricity and gas consumption</li><li>CO<sub>2</sub> from employee mobility + travel</li><li>Supply chain</li><li>IT</li><li>Waste</li></ul>	<ul style="list-style-type: none"><li>Sustainable mobility</li><li>Improved energy efficiency (Scopes 1-3)</li><li>Waste reduction</li><li>Supply chain</li><li>Green IT</li></ul>
Material topic: FINANCING TO SUPPORT THE ENERGY TRANSITION		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
<b>ACTUAL INDIRECT:</b> <ul style="list-style-type: none"><li>Purchase of goods with reduced environmental impact and improved energy efficiency in private homes</li></ul> <b>ACTUAL DIRECT:</b> <ul style="list-style-type: none"><li>Increased awareness of the customer's impact and simulation of corrective actions to reduce it</li></ul> <b>POTENTIAL:</b> <ul style="list-style-type: none"><li>Circular economy</li></ul>	<b>ACTUAL:</b> <p>Disposal of decommissioned assets, early disposal of working assets</p>	<ul style="list-style-type: none"><li>Partnership and product development</li><li>A sales network dedicated to products supporting the energy transition</li><li>Partnership with CRIF for the free use of the Green Bees platform</li><li>Study of solutions to increase the circular economy and C2C business</li></ul>

(CONT'D)

Material topic: PRIVACY AND DATA SECURITY		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
<b>ACTUAL:</b> <ul style="list-style-type: none"><li>Third parties (customers, suppliers, partners, employees) can benefit from our strict focus on the issue (Agos's good reputation is favourable to third parties)</li><li>Reliability of Agos with respect to data protection of all stakeholders thanks to strict management and protection policy</li><li>Service continuity even in the case of negative events</li></ul>	<b>POTENTIAL:</b> <ul style="list-style-type: none"><li>Cyber attacks with data loss and privacy breaches</li><li>Economic and reputational impact</li><li>Mistrust of stakeholders</li></ul>	<ul style="list-style-type: none"><li>Security policy approved by the BoD, extensive system of procedures</li><li>Operating manuals, standards, guidelines kept constantly updated and approved by the Executive Board</li><li>Establishment of a specific committee to govern security and business continuity</li><li>Earn ISO/IEC 27001 certification</li><li>Evolution of the third-party control model</li><li>Data protection: defined procedural governance of supervision, monitoring and surveillance</li><li>Mandatory training modules for employees and third parties that Agos cooperates with, both in the field of data protection and information security</li><li>Periodic information security risk analysis</li><li>Information security, business continuity and data processing control plan</li><li>Annual review of the "Business Continuity Plan"</li><li>Integration of specific scenarios, such as an energy crisis, into business continuity plans</li></ul>
Material topic: FAIR AND RESPONSIBLE TREATMENT OF CUSTOMERS		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
<b>ACTUAL:</b> <ul style="list-style-type: none"><li>Better management of expenses through instalments</li><li>Support for the economy by facilitating procurement</li><li>Increased attractiveness to new high-quality customers</li><li>Retention of existing customers</li><li>Capital strength to contain risk</li></ul>	<b>POTENTIAL:</b> <ul style="list-style-type: none"><li>Difficulties in sustaining repayment commitments</li><li>Low-quality customers</li><li>Increased risk</li></ul>	<ul style="list-style-type: none"><li>Flexible products to remodulate loans as the customer's economic conditions change</li><li>Advice on contracts and credit policies to aid the customer in making informed choices and avoiding over-indebtedness</li><li>Prevention initiatives to support customers at every stage of the financing</li><li>Listening and finding solutions for customers at all stages</li></ul>
Material topic: SUPPLY CHAIN SUSTAINABILITY		
⊕ Positive impacts	⊖ Negative impacts	Prevention or mitigation actions
<b>ACTUAL:</b> <ul style="list-style-type: none"><li>Foster and broaden the focus on sustainability</li><li>Encourage companies to become more virtuous in order to be more competitive</li><li>Reduce environmental impact</li><li>Improve workers' conditions and respect for their rights</li></ul>	<b>POTENTIAL:</b> <ul style="list-style-type: none"><li>Indirect environmental impact (scope 3)</li><li>Violation of human rights</li></ul>	<ul style="list-style-type: none"><li>Request registration on the EcoVadis Portal from all suppliers; exclusion from the tender in case of refusal for certain types of purchases</li><li>Inclusion of the EcoVadis score in the tender matrix</li><li>Staff training on sustainable procurement</li><li>ESG Risk Mapping in Procurement</li><li>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</li></ul>



3

## Economic responsibility

We want to promote the growth of opportunities and the management of the transition with an inclusive approach aimed at offering different customer target groups the same possibilities of access to credit.

The principles that guide us:

- INTEGRITY
- TRANSPARENCY
- LISTENING



# Economic responsibility

Our approach to sustainability is based on values such as integrity, transparency and listening in order to carry out our business treating our customers and partners fairly and responsibly, building profitable and long-lasting relationships with them, and generating value that is not only economic but also environmental and social, which is shared with all our stakeholders.

We nurture a virtuous and responsible industry by promoting a culture of sustainability, and fostering its achievement among various stakeholders in the common interest of a sustainable future.

## Background analysis

2023 was characterised by a particularly challenging socio-economic landscape due to old and new conflicts and extreme climatic and natural events recorded in the areas we operate in, which have had significant economic consequences for Italy as well, such as high levels of inflation followed by the sharp and continuous rise in market rates that led to a contraction in household consumption and investments by businesses, which have contributed to a slowdown in GDP growth.

Against this backdrop, we closed 2023 with an interest-bearing production of €7,569 million, slightly up on the previous year (+1%, higher than market growth), with a 4.8% decrease on traditional personal loans and non-facilitated instalment credit lines and an increase on both lines aimed at financing motor vehicles and motorbikes (+5.7%) and on salary-backed loans (+9.6%) and “interest-bearing” credit cards (+10%).

Our market share is 14.5%, up for the third consecutive year.

### COMPOSITION OF PRODUCTION

AGOS DUCATO	2023 VOLUMES (€ bn)
Personal loans	4.1
Motor vehicles and motorbikes	1.3
Other targeted loans	1.5
Salary-backed loan	0.2
“Interest-bearing” credit cards	0.4
<b>Total interest-bearing consumer credit*</b>	<b>7.6</b>

(\*) Value rounded up to the next decimal place.

# Economic value created and distributed

GRI 201-1

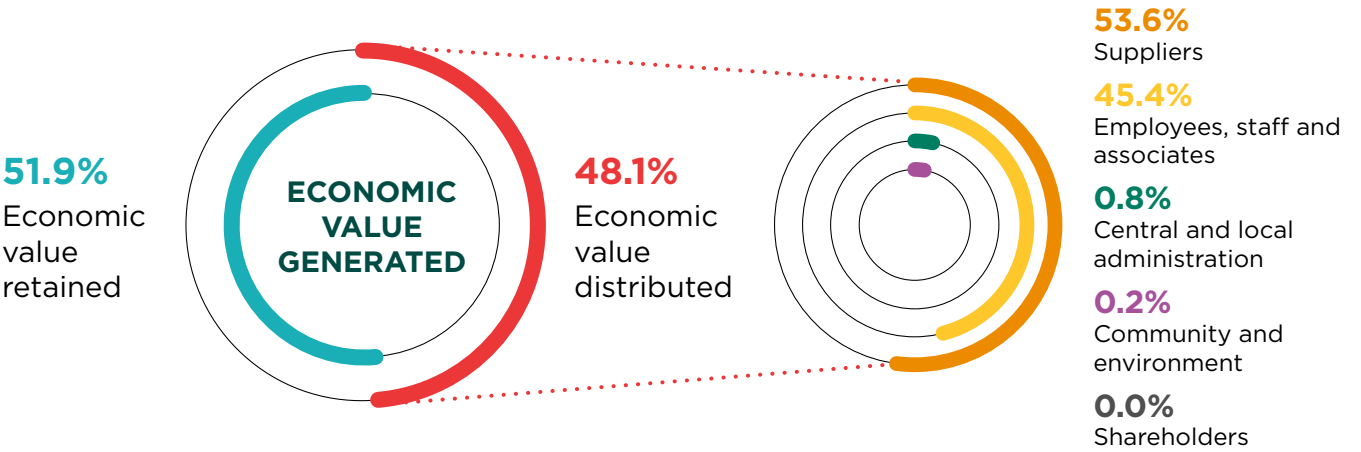
The economic value generated and redistributed in 2023 is presented in the following table.

BREAKDOWN OF ADDED VALUE (thousands of euros)		VALUE
10.	Interest income and similar income	€ 1,408,016
20.	Interest expenses and similar charges	€ -695,996
40.	Fee and commission income	€ 151,577
50.	Fee and commission expense	€ -46,594
70.	Dividends and similar income	€ 0
80.	Net trading result	€ 0
90.	Net hedging result	€ 23
100.	Profits (losses) on disposal or repurchase of	€ -2,757
-	a) financial assets measured at amortised cost	€ -2,757
-	b) financial assets measured at fair value with impact on 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.	Net result of 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	€ -215,623
-	a) financial assets measured at amortised cost	€ -215,623
-	b) financial assets measured at fair value with impact on 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	€ 196
200.	Other operating income/expenses	€ 31,941
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
<b>A. TOTAL ECONOMIC VALUE GENERATED</b>		<b>€ 630,783</b>

(cont'd)



<b>A. TOTAL ECONOMIC VALUE GENERATED</b>	<b>€ 630,783</b>
160. b) Other administrative expenses (net of indirect taxes and donations/gifts and provisions for termination and deposit guarantees) (-)	€ 162,820
<b>ECONOMIC VALUE DISTRIBUTED TO SUPPLIERS</b>	<b>€ 162,820</b>
160. a) Personnel expenses (-)	€ 137,819
<b>ECONOMIC VALUE DISTRIBUTED TO EMPLOYEES, STAFF AND ASSOCIATES</b>	<b>€ 137,819</b>
- Profit distributed to shareholders	€ 0
<b>ECONOMIC VALUE DISTRIBUTED TO SHAREHOLDERS</b>	<b>€ 0</b>
160. other administrative expenses - indirect taxes and duties (-)	€ 5,281
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)	€ -3,000
<b>ECONOMIC VALUE DISTRIBUTED TO CENTRAL AND PERIPHERAL ADMINISTRATIONS</b>	<b>€ 2,281</b>
160. b) Other administrative expenses - donations and gifts (-)	€ 551
- Profit assigned to the charity fund	€ 0
<b>ECONOMIC VALUE DISTRIBUTED TO THE COMMUNITY AND ENVIRONMENT</b>	<b>€ 551</b>
<b>B. TOTAL ECONOMIC VALUE DISTRIBUTED</b>	<b>€ 303,471</b>
170. Net provisions for risks and charges	€ -2,654
- a) commitments and guarantees given	€ -5,084
- b) other net provisions	€ 2,430
- Net provisions for risks and charges	€ 0
180. Net write-downs/write-backs on tangible assets	€ 16,341
190. Net write-downs /write-backs on intangible assets	€ 32,454
220. Gains (Losses) on equity investments (impairment/revaluation, adjustments/reversals, other charges/income)	€ 325
230. Profits (losses) of fair value valuation of Property and Equipment and intangible assets	€ 0
240. Goodwill impairment (-)	€ 0
280. Income taxes for the year (share of change in deferred tax assets and liabilities)	€ 93,331
- Profit allocated to reserves	€ 187,515
<b>C. TOTAL ECONOMIC VALUE RETAINED</b>	<b>€ 327,312</b>



GRI 203-1

In 2023 we earmarked Euro 637,567.60 for significant infrastructure investments and funded services, of which Euro 485,500.00 was donated and Euro 152,067.60 invoiced.

# Fair and Responsible Treatment of Customers

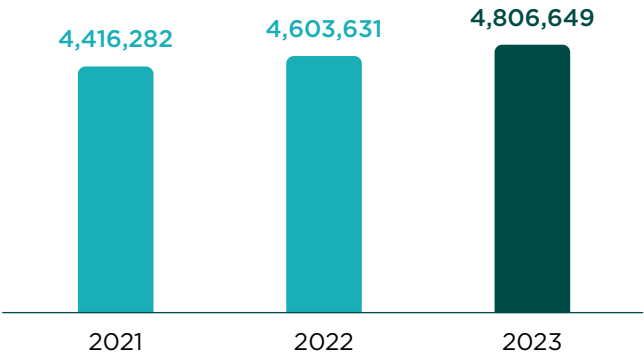
GRI 2-6, 3-3, 203-2, 2-25

Our mission to “act every day in the best interests of our customers” is embodied in our commitment to treat each of them fairly and responsibly at every stage of the relationship, preserving their value and credit reputation. Our promise to be 100% human and 100% digital is expressed in our commitment to ensure that our customers have access to our financial services through their preferred channel of contact, whether physical or digital, guaranteeing a diverse package of products and services according to their needs, in order to build a lasting relationship based on trust and mutual satisfaction.

## We know our customers

The results achieved over more than 35 years demonstrate that our commitment to the Crédit Agricole Group’s mission is well placed, and the numbers tell us that more than 9 million people have turned to us for one of our products.

### ELIGIBLE CUSTOMERS



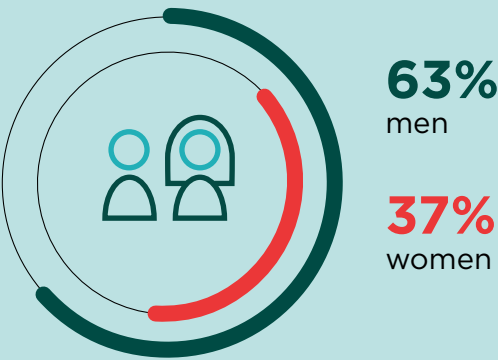
In the year 2023 alone there will be more than 4.8 million people either using one of our products or who have signed a contract with us within the last 36 months (eligible customers).



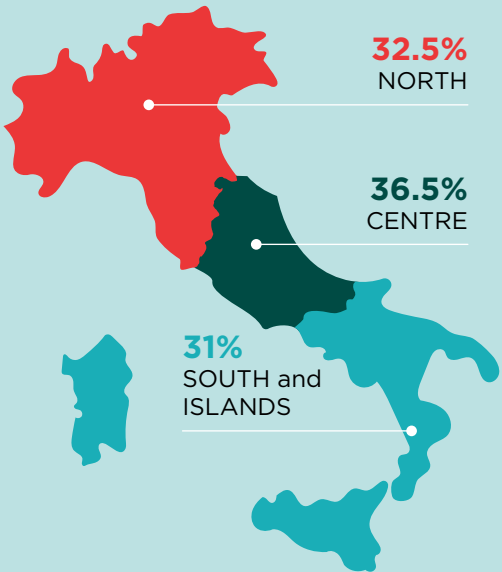
## CUSTOMER HIGHLIGHTS

The current composition of our customer base tells us that the majority are employees (71.8%), male (63%) and aged between 46 and 55. 36.55% of these customers are resident in central Italy, 4.5% are foreign nationals.

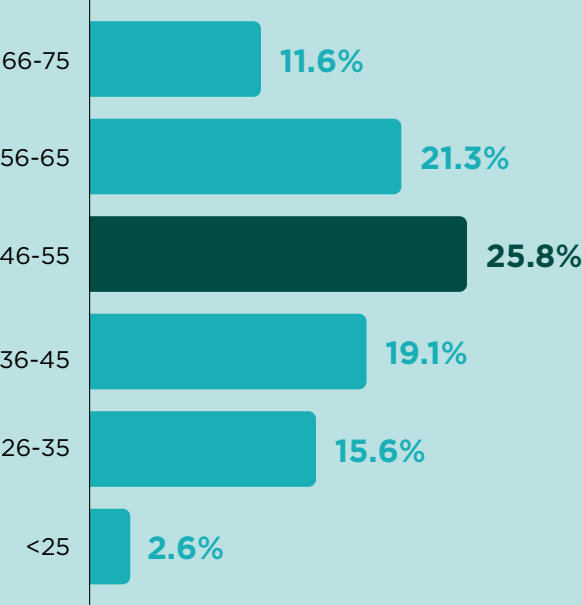
### Gender



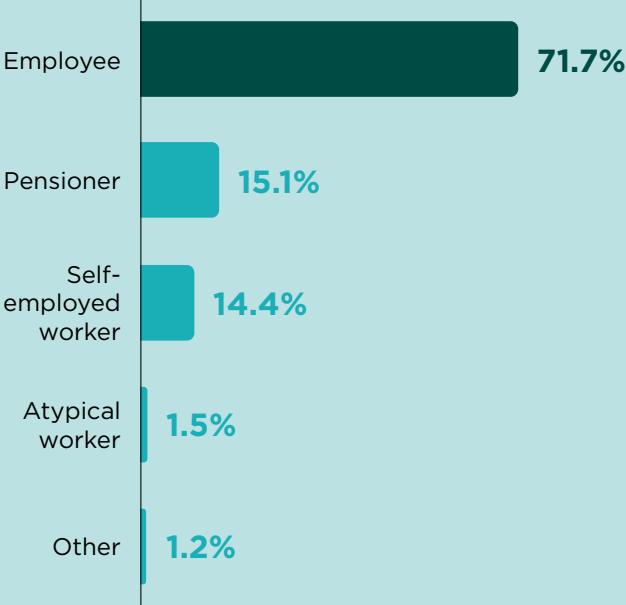
### Geographical area



### Age group



### Assets



Our desire to be close to our customers wherever they are located is reflected in a widespread network of direct branches where customers are managed by highly qualified professionals who listen to them and identify the most appropriate sales and after-sales solutions for their every need.



Data updated as at December 2023.

We make credit and services available by means of an omnichannel relationship experience that ensures that the customer can choose their preferred channel at any time during the relationship.

Customer support via remote channels such as telephone, chat or email is ensured not only by branch consultants, but also by internal and external specialised customer care. In-house teams follow the development of telephone operators, not only for training but with a focus on service levels, and measure their performance on specific KPIs such as **customer satisfaction, which in 2023 increased by 1,6% compared to 2022 and 3.5% compared to 2021, and First Call Resolution**, i.e. the resolution of problems during the first phone contact, which

in 2023 **improved by 3.4% compared to 2022 and 9.5% compared to 2021.**

To facilitate access to our products through our digital channel, we have designed and released a function called "Virtual Room", available in the personal area, where the customer can follow the status of their account and request further contact by a consultant if necessary.

In 2023 we made several improvements to our app to streamline the loan application and drastically reduce the time needed to enter the information needed for its evaluation. We also simplified the loan application form on the [agos.it](https://www.agos.it) website, making the user experience more immediate and intuitive. We have also started work on the design of a new identification tool with biometric technology that will speed up access to our products and allow consumers to identify themselves in a simple and effective way, reducing both engagement and experience times, and thus positively impacting access to online credit.

### DATA PROTECTION AND ANTI-FRAUD

**For us at Agos customer protection also means data management and cyber security procedures, investing in data protection and fraud prevention systems and tools.**

Combating fraud is a part of more responsible lending, which is why we are constantly engaged in prevention: we protect customers both by extending the application of cutting-edge tools such as machine learning algorithms to intercept fraudulent requests, and with broadly targeted communication campaigns in which we explain how to identify risks of fraud concealed in everyday gestures.

A section of the [agoscorporate.it](https://www.agoscorporate.it) website is dedicated to Social Responsibility and contains the commitments we make to consumers in the areas of Transparency, credit awareness support, agreements with Consumer Associations and conciliation.



CUSTOMER FEEDBACK  
AS A COMPASS

At Agos, listening to our customers is crucial when it comes to assessing the strengths and areas for improvement of the services we offer throughout the relationship.



For this reason, since 2017 the Net Promoter Score, i.e. the measurement of how much our customers would recommend our brand, has become one of the indicators that determine the size of the performance bonus paid to all employees. The score is calculated periodically by IPSOS based on surveys of our customer base.

In 2018, with the establishment of the Voice of Customer organisational unit, now Customer Experience, we internalised the Net Promoter Score survey by administering it monthly at the local level and annually at the CA PFM level via IPSOS. The results of this survey of our customers provide us with information on their level of satisfaction, their propensity to recommend our brand, as well as specific indicators for individual touch points, such as the customer's perception of the clarity of the communications we send them. The detailed analysis of this feedback is aimed at identifying areas for improvement in the relationship, which are different for the various phases of the process, and at initiating telephone re-contact with each detractor for a deeper analysis of the relationship experience and a more precise identification of solutions aimed at resolving pain points.

The adoption of a Customer Listening tool in 2021 allowed us to increase the **average volume of customers contacted monthly** from 16,000 in 2018 to **29,000 in 2023**, and to increase the **average response rate** from 7% in 2018 to **20% in 2023**.

This choice of technological innovation allowed us to survey the NPS not only by relationship stage, but also by channel, distinguishing between digital, branches, agencies, call centres, and direct and indirect recovery centres. Furthermore, it has allowed us to speed up the analysis of feedback and improve the identification of pain points, as well as triggering an immediate process of re-contacting detractors for second-level feedback with numbers that have evolved over the years:

- In 2021 we talked to 731 detractors (59% of contactable detractors)
- In 2022 we talked to 1,033 detractors (60% of contactable detractors)
- In 2023 we talked to 984 detractors (66% of contactable detractors)

This re-contact with detractors is made at all levels of the company, including managers and directors, as proof of our desire to pay close attention to the voice of our customers.

All these initiatives, together with actions aimed at solving the problems highlighted by the feedback, led to a progressive improvement of the **NPS indicator**, which in 2023 **increased 3% compared to 2022** and 7% compared to 2021.

In addition to being measured monthly, call centre customer handling is measured immediately after the call is completed in order to assess the level of service provided by the call centre. Satisfaction in 2023 was 1.6% higher than in 2022 and 3.5% higher than in 2021.

During the collection phase the NPS is calculated differentially for direct and indirect centres.

We have also established a community of customers and non-customers, Collab, which is open to anyone wishing to offer suggestions on how to improve our products and services.

 [collab.agos.it](https://collab.agos.it)

In 2023 we organised a study led by Kantar aimed at understanding actions that we can take to improve customer perceptions, and developing a method for prioritising pain points identified through surveys, complaints and reports from our co-workers who work directly with customers. Three main action areas were identified:

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

Work is being done to resolve a large part of the pain points thanks to specially developed projects, such as the redesign of the personal areas in the website and app, and the launch of Agos Payment Evolution in 2024, the new click-to-pay and paperless billing system.

COMPLAINT MANAGEMENT

**When handling complaints not only do we pay attention to compliance with regulatory aspects but also to offering our customers a prompt, satisfying response, focusing on their needs, considering the contact an opportunity to improve and make the relationship more efficient.**

Complaints that fall within the purview of the Banking Financial Arbitrator are handled in writing. Otherwise customers can opt to get in touch with our call centres.

By analysing the causes behind the complaints we are able to identify the reasons for our customers' dissatisfaction and thus identify improvement actions where possible. In this regard, in 2023 we introduced an assessment of complaints also from an ESG perspective, in order to identify possible ESG-related complaints.

Complaints are also analysed in cross-functional committees with the aim of identifying any necessary process improvements.

We measure the efficiency of the management of this process through specific KPIs, such as the time taken to manage complaints.

Overview of complaints handled, reported and appeals

- In 2023 the total number of written complaints received amounted to 3,135.
- During the same period, 3,406 complaints were handled, of which 244 were received in 2022. Of these, 3,333 relate to banking transactions, products and services or to reports submitted to the Central Credit Register (CR) or the Interbank Alert Centre (CAI) falling within the Banking Financial Arbitrator's purview (as an out-of-court dispute resolution system). The remaining 73 relate exclusively to insurance distribution and are therefore not dealt with in this report, but rather in the report referred to in Article 14 of IVASS Regulation no. 45/2020.
- As at 31 December 2023, 45 complaints were under investigation.
- The number of appeals to the Banking Financial Arbitrator received was 110.
- Complaints submitted to the Bank of Italy and conveyed by it to Agos amounted to 156.
- There were 10 complaints submitted to IVASS and then forwarded to Agos.

SITUATION OF COMPLAINTS AND APPEALS  
RECEIVED AS AT 31/12/2023

TYPE	2023
Complaints received	3,135
Complaints managed related to banking and financial products and services	3,333
Appeals to the Banking Financial Arbitrator	110
Direct complaints to the Bank of Italy	156

The following table shows the data on written complaints relating to the banking and financial services managed, broken down by reason for the complaint.

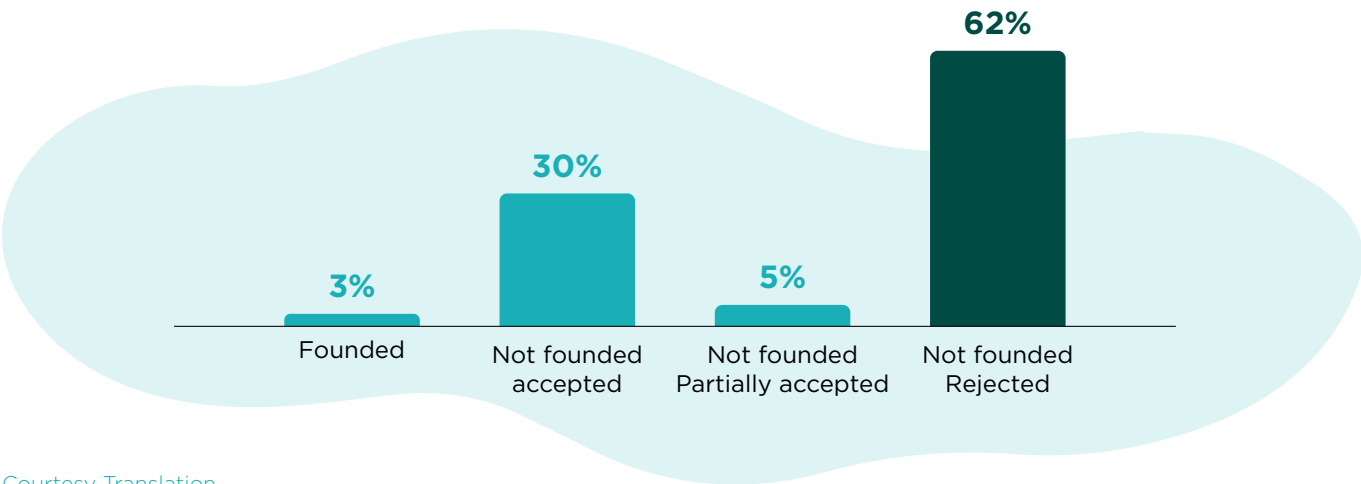
COMPLAINTS HANDLED

Type of complaint	2023	Accepted	Partially accepted	Not accepted
Databases, privacy, reporting to the Central Credit Register and CAI	1,539	792	70	677
Organisational aspects	645	144	47	454
Salary-backed loan	332	46	45	241
Complaint Rates	268	0	0	268
Recovery operations	156	12	1	143
Various transparency	146	35	1	110
Purchase (failed or partial delivery) goods/withdrawal)	89	13	1	75
Creditworthiness	81	28	5	48
Insurance disputes	34	16	0	18
Costs and charges	30	11	1	18
Consent issues	13	1	0	12
Total	3,333	1,098	171	2,064

The percentage of well-founded complaints to the Banking Financial Arbitrator is 3%, to which we add a further 35% referring to complaints that we decided to handle in a customer-friendly manner in order to support them.

Note that as from 1 July 2023 the new outcome "COMPLAINT PARTIALLY ACCEPTED" was implemented in order to identify the following cases: a complaint that is deemed unfounded; several requests by a customer but only some of them are accepted; or a single request that is accepted but in a different way from what was formulated by the customer.

PERCENTAGE OF COMPLAINTS ACCEPTED



PREVENTION

For us at Agos the fair treatment of customers also means preserving their value and credit reputation.

For this reason, in January 2021, building on the experience in providing day-to-day support to our customers gained during COVID, we set up an organisational unit called "Prevention", which expresses our desire to accompany our customers throughout the entire contractual relationship, from the beginning to the end.

This accompaniment is expressed not only in a reactive manner in response to a specific customer request, but also proactively by contacting the customer in order to share opportunities such as flexibility in special purpose and personal loans allowing for the adjustment of the instalment amount after signing the contract, as well as skipping up to three instalments over the life of the loan.

Thanks to an investment of dedicated resources, over the course of the year we progressively increased our caring activities, quadrupling the portfolio managed monthly in November 2023 compared to January 2023.

DEBT COLLECTION

Our commitment is to treat customers responsibly and fairly even during the collection phase, the most delicate stage of the relationship.

This is why, in addition to sharing and applying the rules of the UNIREC (National Union of Credit Protection Enterprises) code of conduct, drawn up in 2017 at a working table that we at Agos also participated in, we only work with debt collection companies that are registered with that body and that agree to abide by its rules. We use monitoring instruments to verify compliance.



BUSINESS PARTNERS

For us at Agos, our partnership with affiliates is a relationship that creates value for both parties, based on respect, listening, transparency and propriety.

In 2023 our network had 10,204 active affiliates, with agreements having been signed by individual local entities or companies operating in large regions with multiple points of sale.

Sector	No. of Counterparties
AUTOMOTIVE	3,410
OTHER	6,794
Overall total	10,204

Methodological note:  
- Counterparties with multiple points of sale only count as 1  
- Only agreements that were active for at least one month in 2023 are counted

Regardless of their size, we give all business partners the same attention in terms of service level, operational support, listening to needs and support designed to increase sales.

Our account network works both in person, personally visiting points of sale, and remotely to ensure efficient oversight and to comply with dealers’ preferences when it comes to staying in touch.

Loan application support and technical assistance are handled through a single telephone number by the specialised consultants of our “Always Listening” team, which answers from 9 am to 10 pm (or from 8.30 am to 9 pm on weekdays) every day of the week excluding national holidays, so that even sales outlets with longer opening hours can enjoy top-tier service.

For years we have been committed to providing an increasingly efficient service in terms of speed of case assessment, “Time to yes”, and time to disbursement of the loan, “Time to cash”. These two areas are constantly monitored by means of indicators that we aim to improve through the implementation of automation and process efficiency solutions while maintaining the level of compliance required by current laws and internal regulations. We believe that choosing the right network of business partners is also an important responsibility, because the point of sale or service that offers our financial products must be able to operate by pursuing and acting according to our shared values. Before starting any new collaborations we assess reliability by subjecting the new partners to multiple checks, and we ask them to sign an acknowledgement and acceptance of the Code of Ethics as well as a commitment to conduct themselves in accordance with our organisational model, in order to lay a solid foundation for protecting consumers. At the start of each new partnership and then systematically we provide training modules on transparency in financial transactions, fairness in customer relations, privacy, anti-fraud and anti-money laundering, and perform periodic checks on the preparation and conduct of personnel involved in loan placement.

For this reason we set up the “Distribution Process Control” organisational unit, tasked with monitoring business partners through checks on compliance with Agos’s external and internal rules. It contributes to the effective control of the distribution process for all channels and the associated legal and reputational risks, as well as ensuring constant compliance with the service levels defined in the cooperation agreement.

It is also responsible for monitoring the implementation of plans to remedy any anomalies found, proposing solutions to improve distribution processes, and verifying the proper implementation of training for external distributors.



FINANCING TO SUPPORT CUSTOMERS IMPACTED BY SOCIO-ECONOMIC EVENTS/NATURAL DISASTERS

For many years now our commitment has also been expressed through the provision of specific measures to support customers and communities during large-scale natural disasters or highly impactful social events.

The first action we take is the urgent activation of procedures to defer the principal portion of the instalments, and in some cases the interest portion as well (in Genoa when the Morandi bridge fell in 2018, to support the employees of Mercatone Uno when the company closed in 2019, for redundant ILVA employees in 2019, following flooding in Venice in 2019).

On several occasions in parallel we have also allocated credit to finance people living in disaster-stricken municipalities on dedicated terms in order to provide resources for the reconstruction or restoration of damaged property (earthquake in central Italy in 2016, flooding in Sicily in 2021 and flooding in Emilia Romagna, Marche and Tuscany in 2023). The third type of action is solidarity fundraising, as was the case following the earthquakes in central Italy in 2016 and 2017, which we were involved in together with the Crédit Agricole Group. The sum of €300,000 reached enabled the construction of a multifunctional building in Accumoli, in the province of Rieti.



In 2020 we launched the “Female Victims of Gender Violence” campaign, which provides support to customers engaged in certified protection procedures.

We give them the option of requesting the suspension of payment of the principal of their personal or special purpose loan by completing the form on our corporate website and personalised management with total respect for the customer’s privacy.



# Supply Chain Sustainability

We have always worked to build relationships with our suppliers that are both economical and sustainable, while complying with company regulations and standards. We pursue lasting collaborations that ensure mutual economic satisfaction, exchange of experience and continuous improvement over time, following the principles of transparency, propriety and competition, with a view to establishing long-term partnerships.

The material topic of Supply Chain Sustainability falls within the environmental scope, as a commitment to the mitigation of related risks.

We favour collaboration with suppliers who are certified sustainable, or who have demonstrated sensitivity to ESG issues, and we also pay attention to the social aspects of the supply chain (e.g. local suppliers, employment of staff with disabilities or on the autistic spectrum, etc.).

At Agos, purchases are managed in a hybrid manner, i.e. partly managed internally by the individual spending units and partly outsourced to the Crédit Agricole Italia Group so as to combine the best practices of the Group's companies and to achieve significant purchasing synergies, including with respect to common themes such as innovation and ESG factors to meet the challenges of the future, aware of our overall impact on the entire system we operate in. From this approach emerges the desire to promote value for the community and the surrounding region also through the supply chain. In general, the Group adopts a supply chain management model that pays particular attention to the prevention of conflicts of interest and takes into account both social and environmental variables, including ESG criteria in procurement and selection processes, in accordance with the Sustainability Plan. Over time we have integrated some key components into the management model, starting with system certification according to the ISO 20400 international standard.

This standard regulates sustainable procurement by focusing on the mapping of risks in the supply chain, awareness-raising and involvement of suppliers, and the application of socio-environmental impact analysis throughout the supply cycle.

With regard to the aspects of security, data integrity and business continuity in relation to outsourced IT services, the Group adjusted its supplier selection criteria in accordance with Bank of Italy and EBA guidelines and updated its outsourcing policy.

Our contractual standards call for the inclusion of a clause committing suppliers to comply with the principles set out in the company's Code of Ethics and the organisation and management model adopted by the company pursuant to Italian Legislative Decree 231/2001, and to provide for our right to terminate the contract in the event of non-compliance.

According to our internal rules, suppliers managed through the Group's purchasing portal are required to submit anti-mafia self-certifications and a specific declaration pursuant to Italian Legislative Decree 231/01. Furthermore, once a year we check that suppliers are not on international sanctions lists, that they are not located in countries under embargo or under surveillance, and that the turnover from commissioned activities does not exceed certain thresholds of global turnover defined according to the type of service to avoid the risk of economic dependency.

## SELECTION CRITERIA

All those who apply to become suppliers can access the Group Purchasing Portal after having accepted the privacy policy and having read the Code of Ethics. Depending on the supply relationship, the quality of suppliers is assessed by surveying and monitoring their Technical/Administrative - Economic/Financial and Legal/Judicial position.

Supplies are awarded based on objective, transparent procedures that reward merit, soundness and organisational sustainability of the supplier, as well as value for money.

ESG variables have a significant specific weight when awarding tenders: in addition to the technical-economic component, EcoVadis recognition is used as a reference.

## ECOVADIS CERTIFICATION

Participating suppliers are measured on a series of topics and related parameters, which are periodically updated, and receive a certificate of achievement that is graded on four levels, from platinum to bronze.

The presence of certification is taken into account in the tender process, and its use is promoted during EcoVadis's general certification and renewal campaigns, asking suppliers with no score to register. Furthermore, in the event of an inadequate EcoVadis score, we request a corrective action plan.

The CSR criterion expressed through the EcoVadis Score is considered in the tender matrix. The supplier with the highest score is rewarded, emphasising the EcoVadis Score obtained by the individual suppliers with the aim of spotlighting the commitment of the most virtuous suppliers.

If a supplier refuses to register with EcoVadis for the high-risk CSR purchase categories identified, the supplier is excluded from the tender, or simply not selected in the event of independent purchases.

In 2023 the share of orders allocated to suppliers with EcoVadis certification was 76%.

October 2023 saw the launch of the third Group-wide awareness campaign involving 122 of our suppliers.

Each year we also conduct a survey of the top suppliers with a focus on carbon footprint, with the aim of collecting emission data for use in our Scope 3 calculation, consistent with the Sustainability Reports published by this stakeholder category.

Today the most common types of environmental certification are as follows:

- ISO 14001: a standard establishing the requirements for an environmental management system
- ISO 9001: standard for defining quality management systems
- OHSAS 18001: standard defining the requirements for an occupational health and safety management system
- EcoVadis

ecovadis

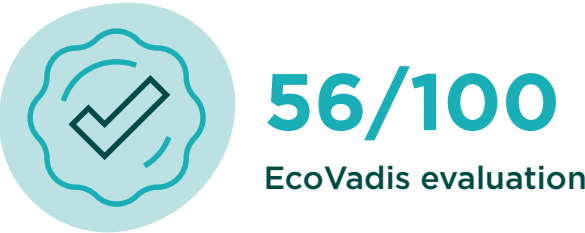
76%  
Certified  
suppliers

GRI 3-3

Supply chain sustainability

- In order to ensure the sustainability of our supply chain, we have made specific commitments:
- Specific defined KPIs related to sustainable procurement to continuously monitor the maturity level of our procurement process.
  - Created a “Sustainability” section in our Purchasing portal.
  - Held training sessions on sustainable procurement for Agos staff directly/indirectly involved in the procurement process on various topics such as the “Sustainable Procurement Process”, “Life Cycle” and other webinars aimed at expanding and gaining awareness on ESG issues.

Agos is registered on the EcoVadis portal with a rating of 56/100. The EcoVadis scorecard assesses sustainability performance in four areas: Environment, Labour Practices and Human Rights, Ethics and Sustainable Procurement.



- In order to prevent or mitigate potential negative impacts related to the topic we:
- Drafted a procedure whereby Suppliers that refuse to register with EcoVadis are penalised at the tender stage with severity criteria based on the degree of risk of the product type. During tenders, CSR questionnaires were submitted for some purchase specifications to assess suppliers on environmental and social issues.

- Adopted the use of ESG Risk Mapping in Procurement, with the objective of making available a management and continuous improvement tool for ESG risk management to internal and external stakeholders impacted by the procurement process, consistent with the relevant product category.
- To monitor the effectiveness of the actions, we have put in place specific processes such as:
- Annual surveillance audit on ISO 20400 “Responsible purchasing” certification, with a score of 2.4 out of 3 (corresponding to an advanced level) conducted by the accredited body Bureau Veritas.
  - Definition of an action plan for the whole of 2023 aimed at launching several new projects and initiatives such as newsletters to partners, the creation of a section dedicated to sustainable initiatives in the Procurement Portal, the “Sustainable Procurement” training course, and sustainability risk management through the development of ESG Risk Mapping.

In October 2023, with a view to stakeholder engagement, the fifth edition of the survey dedicated to the Group’s Suppliers was launched. This survey collects information on the level of satisfaction with the Group and their perception of the latter with respect to ESG issues, with the aim of strengthening the relationship with suppliers and paying attention to their needs as part of a process of continuous improvement, as well as raising awareness among partners on issues relevant to the environment and society, promoting the transition to a sustainable community.

GRI 204-1

Our supplier base is predominantly composed of local players with operations in Italy.

	VALUE
Local expenditures	€ 158,254,195.44
Total annual expenditures	€ 176,338,456.44
Percentage of local expenditures	89.74%
Geographical definition of the local organisation	Italy
Definition used for significant positions of the transaction	

Note: invoices from 2023 were taken into account excluding partners and agents and relating to rents/accommodations. All suppliers with a registered office in Italy were considered as local expenditures.

In order to carry out our activities we purchase different categories of goods, services and works. In 2023, the total value of supplies, understood as orders and contracts issued during the year, amounted to Euro 176,338,456. Most of the supplies, about 90% in value terms, are sourced from suppliers located in Italy, mostly in Lombardy, Lazio, Emilia-Romagna and Piedmont. In doing so, we not only respond to customer needs by offering innovative solutions to support people and the local business community, but we also strive to promote value for the community and the region through the supply chain.

VALUE AND LOCATION OF SUPPLIES (204-1)	2023
Total value of supplies	€ 176,338,456
Of which foreign suppliers	€ 18,084,261 % 10.26
Of which Italian suppliers	€ 158,254,195 % 89.74
Lombardy	€ 92,253,847
Lazio	€ 22,536,462
Emilia Romagna	€ 11,508,661
Piedmont	€ 10,177,567
Sicily	€ 6,987,812
Other regions	€ 14,789,847

GRI 308-1, 414-1

	VALUE
Total new suppliers	56.00
New suppliers that were screened using environmental criteria	13.00
Percentage of new suppliers that were screened using environmental criteria	23.21%

Note: suppliers listed on the Purchasing Portal. For the calculation of the indicator, those suppliers were considered that had not invoiced Agos in 2022 but in 2023, and as environmental/social criteria the presence of an EcoVadis score or the submission of a Sustainability Report.

Our commitment does not end with our suppliers: we periodically subject our processes to third-party assessment, both to check the company's level of maturity in terms of ESG (EcoVadis) and to evaluate our purchasing process in terms of sustainability (ISO 20400).





We want to contribute to countering climate change by mitigating our environmental impacts, identifying and implementing concrete initiatives to reduce emissions, consumption and waste of resources.

The principles that guide us:

- COMMITMENT
- PROACTIVITY
- INNOVATION

4

# Environmental responsibility



# Our commitment to environmental protection

At Agos we aim to consider, identify and implement meaningful ways to minimise our direct and indirect impacts on the environment (carbon footprint).

In order to combat climate change and mitigate our environmental impacts, we have strengthened our commitment to a continued reduction in CO<sub>2</sub> emissions, aiming for a 25% reduction by 2025 and a 50% reduction by 2030 compared to the levels measured in 2019, achieving 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

To respond to the challenges of climate change we promote responsible practices, acting in a systemic and measurable way to decrease climate-altering emissions and supporting the principle of reducing our carbon footprint through actions that leverage both our direct involvement and that of our suppliers.

With specific regard to compliance with regulatory guidelines on the subject, we promote sustainable mobility by adopting solutions with reduced greenhouse gas emissions for business trips and the company fleet.

In order to minimise the environmental impact of commuting, we measure its magnitude and allocate many resources to initiatives that promote the choice of more environmentally sustainable options (e.g. public transport, car- and bike-sharing, etc.) or encourage our employees to switch to more environmentally sustainable means of transport (Commuting Plan).

Finally, through consumption and waste reduction and various recycling/reuse initiatives, we contribute to mitigating the problem of resource supply and waste generation.



# Responsible energy and emissions management

GRI 3-3

## Management of consumables

In order to reduce our ecological footprint, we pay attention to the selection and consumption of the materials we use the most, such as paper and toner. This commitment, also reinforced by specific internal communications and awareness-raising initiatives, requires us not only to choose the materials we source carefully, but also to ensure that we use them consciously to reduce consumption and avoid waste.

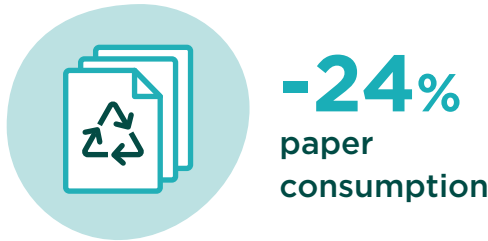
Our supplies are managed in a centralised manner, allocating quantities on demand and according to the dimensions of the individual facilities.

Compared to 2022, our paper consumption has been reduced by 24%.

Contributing to this result was the expansion of the website's private area, where information was added to be shared with customers through the remote channel.

When choosing materials, we pay attention to the environmental impact of their production and disposal, preferring the most environmentally friendly options whenever possible.

We try to use consumables responsibly in our offices, and where we cannot avoid their use we resort to responsible sources, such as environmentally-friendly recycled paper or replacing disposable plastic cups with paper cups. More specifically, for A4 paper we almost exclusively use responsible, FSC- and PEFC-certified paper for internal use and for most of our mass communications to our customers.



GRI 301-1

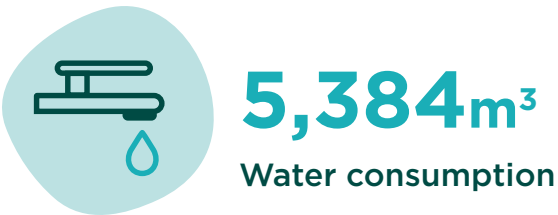
	Kg
Printer paper	25,543.03
Other office paper	2,204.61
Paper for communications (a) (FSC and PEFC)	386,579.58
Paper for communications (b) (mixed FSC and NO FSC)	8,405.68
Envelopes	367.95
Various plastics (water cooler bottles and cups)	750.6
Paper cups	879
<b>Total materials used</b>	<b>424,730.45</b>

GRI 303-1

Water management

Water consumption also follows the same logic of responsible use.

At the two main offices (Milan and Lucca), **taps equipped with photocells** have been installed to encourage efficient use, as well as water dispensers that limit the production of plastic and encourage the consumption of tap water, thanks also to the distribution of aluminium flasks.



GRI 306-1

Waste management

**Differentiated waste collection is practised at all our sites:** rooms have been equipped with special bins and wall notices customised to the specifics of the region in question, and waste is periodically picked up by certified third-party companies authorised to transport and dispose of it.

Rubbish data are collected with the support of the facility/cleaning workers and used to calculate the carbon footprint according to the model agreed with the parent company.

GRI 306-2

Our commitment is also put into practice in other areas.

- In terms of waste management, attendance at the Milan headquarters and at the company restaurant is managed by reservations so that the production of meals is aligned as closely as possible to the actual attendance of people. Meals not consumed are also donated to the Food Bank.
- On the subject of second life, we also act on the redemption of company telephones, the extension of the useful life of IT equipment, the donation of disused branch furniture, and the extension of standard long-term car rental contracts to 60 months.

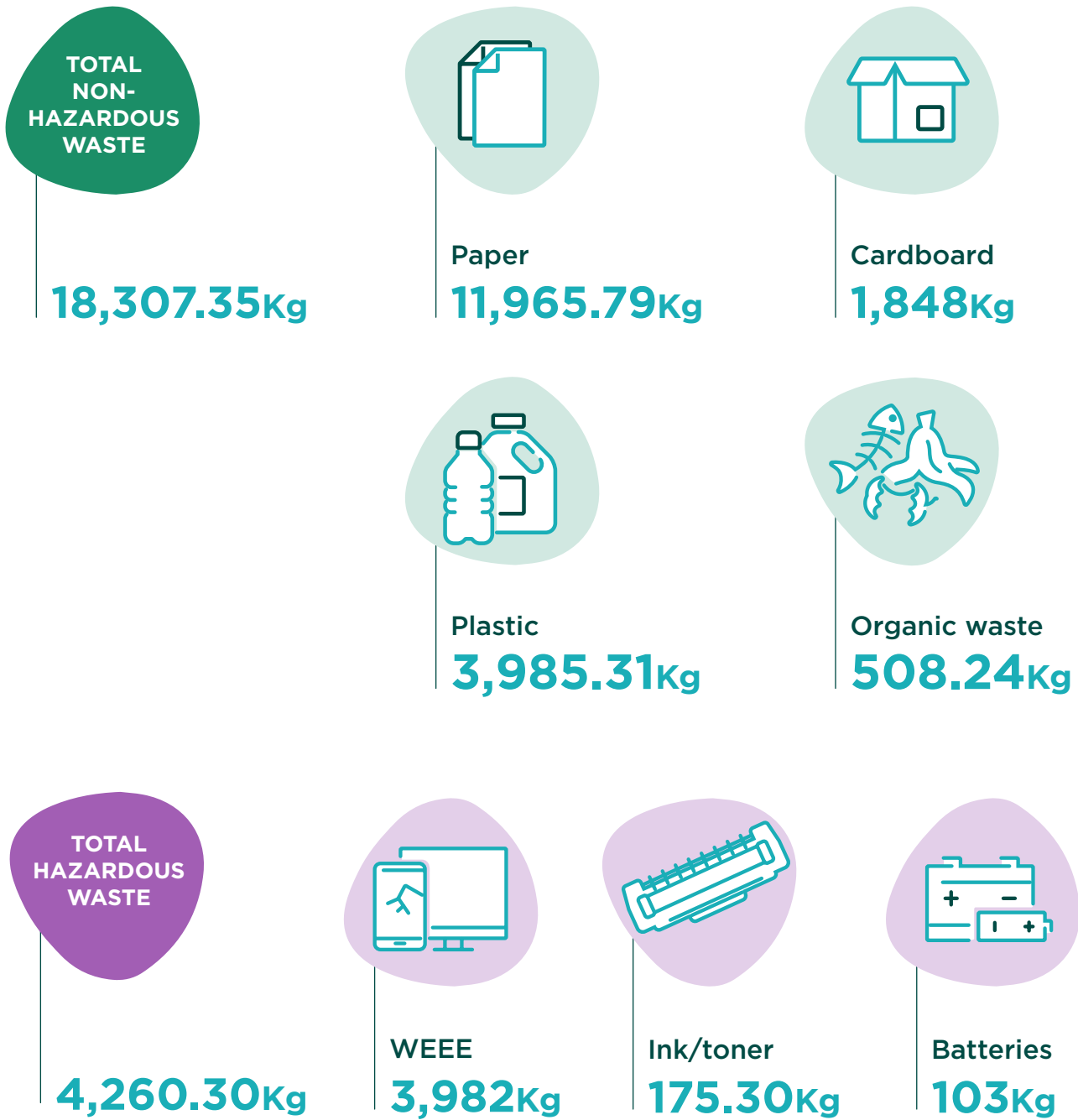
In order to collect and monitor waste data, the cleaning workers at the Milan and Lucca sites periodically weigh the waste produced.

A representative sample of properties per geographical area/size is identified by the territorial offices, and the waste produced is periodically weighed.

GRI 306-3

Below is a summary of the waste produced within our company, an activity carried out with the support of the suppliers in charge of the cleaning service.

**Most of our production is related to non-hazardous waste**, mainly paper/cardboard and plastic, which is disposed of for subsequent recycling. Next comes electronic waste, toners and batteries, the management of which is always delegated to specialised companies.



## Energy efficiency

All our activities at Agos are always oriented towards continuous improvement, seeking to spread a culture of sustainability, with particular attention to the environment and the fight against climate change.

**In 2023 we committed ourselves to the prudent management of energy consumption and to its reduction, which amounted to approximately 10% compared to the previous year.**

This commitment was formalised through a local engagement in accordance with the guidance of Gruppo Crédit Agricole SA, within the framework of Energy Sobriety, supported also by the risks linked to the international tensions that are still affecting the Italian and European macroeconomic context.

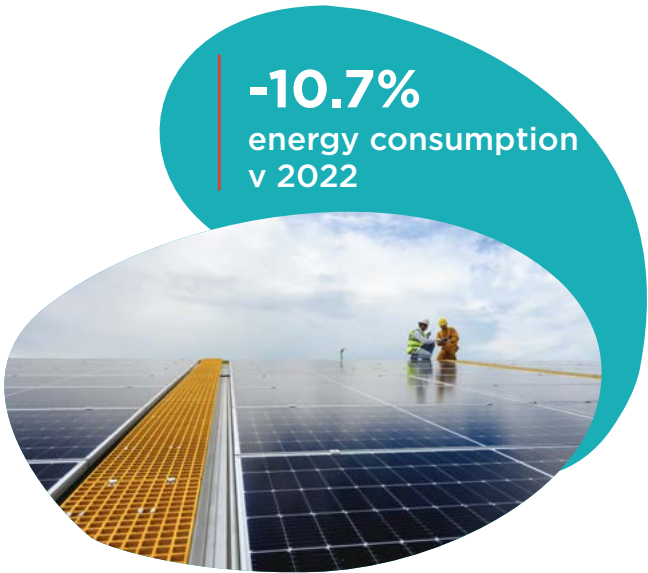
This is the result of an energy management system that covers all commercial properties and allows us to:

- Guide our operations through the Energy Management Guidelines that support technical structures in making choices regarding systems and lighting.
- Monitor and periodically measure our consumption trends and the achievement of our energy and environmental targets.
- Make conscious choices to improve efficiency, with the involvement of all personnel in the initial implementation.
- Take action in the event of abnormal consumption, adopting the most effective solutions depending on the specific issues of each case.

Our energy mix is mainly concentrated on electricity (with a consumption of about 3,250 MWh/year), with a residual amount of natural gas (with a consumption of about 27.4 kscm/year).

In 2023 our photovoltaic panels at the Lucca site were constantly in operation, with a total production of about 26.5 MWh/year.

We continued to use only electricity produced from certified renewable sources (GO Guarantee of Origin), avoiding the emission into the environment of approximately 1,438 tonnes of CO<sub>2</sub> equivalent.



We monitor energy consumption through a model focused on analysing trends at 24 of the company's most energy-intensive offices and buildings.

The plan to modernise the Company's offices continued, with a reduction in the related environmental impact in terms of emissions generated as well as an improvement in the efficiency of company spaces linked to the evolution of remote working, both at the headquarters and throughout the country.



At the Milan and Lucca offices we have a remote monitoring and management system for lighting and air conditioning, which ensures daily monitoring of internal comfort and consistency with our energy efficiency objectives, covering about 35% of our electricity consumption and 48% of our natural gas consumption. The methane boiler at the Lucca site was replaced with a heat pump system.

In 2023 we continued to modernise/optimize the Network. At the end of 2023 the share of modernised premises accounted for about 50% of the floor space covered by our properties. The solutions implemented are mainly focused on replacing gas boilers with heat pump systems and LED lighting, with the aim of making our workplaces less impactful in terms of CO<sub>2</sub> emissions generated.

A specific report was created to monitor consumption, and in parallel employee awareness-raising initiatives were organised.

In accordance with the invitations of the European Community and the Italian government, and in light of the energy crisis triggered by the situation in Ukraine, we have adopted additional measures within the Energy Sobriety Plan including:

- The precise control of the temperatures of the heating and cooling systems in all the Company's buildings, offices and branches in compliance with the values set out in the regulations, with a strengthening of direct communications to all personnel.
- Switching off branch signs and office lights during evening/night hours.
- The temporary closure of part of the offices in Lucca, keeping only one building active thanks to the increase in remote working.

We are committed to monitoring the GHG emissions produced by our operations using internationally recognised metrics, which include reporting on Scope 1\* and Scope 2\*\* gases.

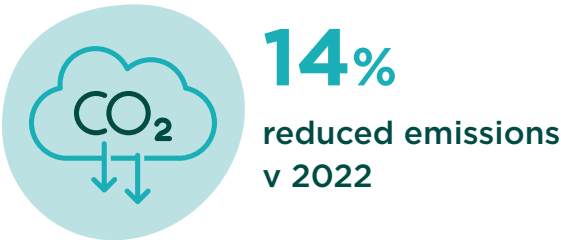
For the calculation of these emission categories, the methodology applied involved the use of energy consumption of combustibles, fuel and electricity during 2023, to which conversion factors were applied with reference to Bilan Carbone®, in order to determine the production of tonnes of carbon dioxide equivalent (tCO<sub>2</sub>eq). The definition of indirect emissions from the purchase and consumption of electricity is determined using a location-based methodology.

(\*) Scope 1: direct emissions generated by Agos, the source of which is owned or controlled by the company.

(\*\*) Scope 2: Indirect emissions generated by the energy purchased and consumed by Agos.



During the reporting period, a total of 1,511 tonnes of CO<sub>2</sub> equivalent were emitted within the Energy perimeter, of which 7% were direct emissions and 93% indirect emissions. In total, there was a reduction of about 14% in emissions compared to 2022, a reflection of the actions described above.



Sustainable mobility

We manage corporate mobility in a way that reduces our ecological footprint as much as possible and contributes to the development of more sustainable cities.

In 2023 we took time again to query our workforce about commuting, distributing questionnaires throughout the country, with 664 employees responding (33% of the total). This initiative allowed us to update our Commuting Plan annually and measure the environmental impacts generated by our people travelling to the office, particularly in terms of CO<sub>2</sub> emissions. Remote working is currently considered the main tool to reduce these emissions, in addition to other initiatives that we have enacted in parallel to discourage the use of the most polluting means of transport for commuting and travel. Specific measures were agreed to with respect to local public transport passes (passes paid for in instalments deducted from the pay slip), implemented bike sharing and completed the installation of free charging points for electric vehicles for the use of all employees in the Milan GreenLife280 and Lucca offices (a total of 28 charging points).

Agreements have also been made with companies offering sustainable mobility solutions such as mobility sharing, including scooters and electric bikes. Participation in these agreements, reserved for employees, was promoted via the company intranet in a section dedicated to Mobility Management where we regularly publish content on a more sustainable and environmentally conscious lifestyle.



With regard to business trips, there was an increase in the number of kilometres travelled in 2023 compared to the previous year as a function of the recovery of operations after the pandemic.

As far as the company fleet is concerned, in 2020 we changed our car list, allowing employees to select only hybrid and electric models, part of a transition that will be completed by the end of 2024.

Through the Corporate Mobility Manager, in 2021 we joined a joint working table with the other Mobility Managers of the Bicocca District with the aim of pooling our experiences on the topic and defining initiatives in synergy.

Data collection and monitoring of the annual carbon footprint are shared in the Sustainability Committees, together with the definition of an action plan.

Individual initiatives are evaluated on the basis of a cost-benefit approach according to the green business case model agreed to at the start of the plan. Specifically:

- The Energy Sobriety Plan has reduced the company's consumption by approximately 10.7% compared to 2022, with an associated 14% reduction in CO<sub>2</sub> emissions.
- The reduction of emissions from corporate travel with the introduction of the green travel policy generated a decrease in emissions per km of about 3% v 2022.
- The percentage of the corporate fleet with reduced emissions (87%) is in line with targets.
- Completion of the plan to install charging points at the Milan and Lucca sites.
- The self-produced energy from the photovoltaic plant in Lucca (equal to 26,510 KWh/year).
- The increase in the volume of digitised mandatory communications was 11% v 2022.
- The implementation of the initiatives attributable to the Sustainability Plan resulted in a reduction of Agos's global emissions by 25% compared to the 2019 baseline.
- Numerous IT projects have been launched with effect from 2024 to further expand the scope of digitisation of documents and communications.

**-3%**  
CO<sub>2</sub> emissions per Km  
v 2022

**87%**  
corporate fleet  
with reduced emissions

**+11%**  
paper communications  
digitised

**26,510kWh/year**  
self-generated energy

**-25%**  
global emissions  
v 2019



Staff involvement in these issues is widespread at all levels and includes training and communication actions on specific topics.

GRI 302-1

	Value	Value in GJ
Consumption of natural gas	265,433.00 kWh LHV	955.56 GJ
for heating	265,433.00 kWh LHV	955.56 GJ
Electricity consumption purchased	3,249,570.00 kWh	11,698.45 GJ
Purchased electricity (from non-renewable sources) from third parties	0.00 kWh	0.00 GJ
Purchased electricity (from renewable sources) from third parties	3,249,570.00 kWh	11,698.45 GJ
Total self-generated electricity	26,513.16 kWh	95.44 GJ
of which produced from renewable sources (e.g. solar panels)	26,513.16 kWh	95.44 GJ

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

The application of the “Bilan Carbone®” model to the 2023 data results in a total emission value as shown in the table.

- The overall Agos value is 28,811.86 tCO<sub>2</sub>eq (-25% v baseline 2019; +6% v 2022; -8% v 2023 target).
- The category “Purchase of Goods and Services” (part of Scope 3) was once again the category with the highest impact on the overall value in 2023 (76%).
- This was followed by “Transport - couriers” (9%, -11% v 2022), “Capital Goods” (9%, -3% v 2022) and “Electricity” (5%, -13% v 2022).

It is quite clear from these figures that it is essential to continue to work on the perimeter of suppliers as a priority, according to a logic of mutual progress along the path of emission reduction envisaged by our road map, in addition to the monitoring of the other areas of reduction.

To date, our commitment is focused on an emission impact reduction strategy based on concrete actions that can be taken directly by us or through our suppliers, and there are no offsetting actions.



	Values in tCO <sub>2</sub> eq
Natural Gas	65
Refrigerants	4
Transport - business travel	1,934
Electricity	1,440
SCOPE 1 + SCOPE 2	3,443
Purchases of goods and services	21,915
Transport - commuting	714
Capital goods	2,680
Transport - couriers	9
Waste	19
Digital - social networks and websites	32
SCOPE 3	25,369
Total	28,812

GRI 305-4

	Value
Parameter Employees	1,995
Scope 1 + Scope 2 Location-based	3,443 tCO <sub>2</sub> eq
Emission Intensity (on employees) - Scope 1 + Scope 2 Location-based	1.726

# Financing to support the energy transition

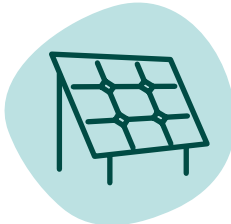
Our ambition is to become a leader in market growth while making a positive impact on the environment by accompanying our customers and partners towards a less carbon-intensive future. We do this by enriching our offer with products, initiatives and solutions aimed at this goal and by monitoring our customers' choices.

GRI 3-3

In order to map the impacts produced through our business, we have identified two different clusters of funding that are reported periodically in the Sustainability Committee.

- 1
- The first type falling within the **Green Asset Ratio perimeter** (GAR) is related to the taxonomy defined by the European Union, following the indications of the CA PFM Group. This category includes consumer loans made through the intermediation of a dealer to finance vehicles with emissions below 50 g CO<sub>2</sub>/km and zero-emission motorbikes, as well as solar panels.
- 2
- At Agos a second type of financing and lending was then identified that encompasses **products with a “reduced energy impact”**, namely:
  - Goods with a clear nature that, even if excluded from the taxonomy (e.g. bicycles), have no impact on CO<sub>2</sub> production.
  - “Reduced-impact” goods with specific guidance from the Group to encourage their development (e.g. hybrid cars and motorbikes with emissions between 0-50 g CO<sub>2</sub>/km).
  - Goods that enjoy tax breaks or government incentives.
  - Personal loan for funds that are used for the purchase of goods that support the energy transition, such as condensing boilers or heat pumps, window frames and doors, roof insulation, and in any case falling within the taxonomy with forms of certification to be defined according to the loan disbursement processes.

Within this perimeter, production in 2022 amounted to €338 mn, of which €27 mn pertaining to the GAR perimeter, and in 2023 to €436.5 mn, of which €56 mn pertaining to the GAR perimeter (of which €18 mn for cars with emissions <50 g CO<sub>2</sub>/km and motorbikes with zero emissions and €38 mn for solar panels).



Financing to support the energy transition  
**€436.5mn**

of which in GAR  
**€56mn**

The matter is constantly evolving, and we currently identify loans consistent with the taxonomy through the use of an external supplier that, based on the chassis number of the car, retrieves information on the CO<sub>2</sub> emitted. In contrast, loans for solar panels are identified based on evidence from the dealer.

In order to further expand on the matters in question, we also participate in Assofin’s initiatives aimed at identifying guidelines that can clearly and certifiably define the perimeter within which loans can be considered “green” and “sustainable”.

Our efforts to increase this share of funding also involve building relationships with dealers specifically dedicated to the sale of these products. Over the years we have reached agreements with several brands in the automotive, home and energy sectors.

For example, for the car sector Agos recently signed exclusive partnerships with **Suzuki** and **Honda** that only have Hybrid/Plug-in cars in their fleet, thus all with CO<sub>2</sub> emissions <160 g/km. In the motorbike sector, we looked for manufacturers of electric motorbikes such as **Zero Motorcycle**.

In the home and energy segment, we have agreements with **Enel X**, **Green Plus**, **Tecnoplast** and **Trek**.



The product range for the various types of goods to be financed in this section will be constantly updated over time and is driven by a specially designed sales network structure that fosters partnerships with companies that produce/sell goods with a reduced environmental impact.

Within the framework of the interdepartmental New Products and New Activities (NANP) assessment committee, which performs an advisory function in relation to the authorisation process concerning new activities/new products, with specific and exclusive reference to compliance with current laws, regulations and procedures, an assessment is also carried out concerning consistency with the sustainability plan, consistency with social, economic and environmental impacts, in order to understand how the new product or new activity contributes to the achievement of sustainability objectives.

We have established a business area dedicated to the support and energy transition of customers and partners in which we act through various levers.

- A
- For the part of loans aimed at the purchase of goods that fall within the European taxonomy (GAR), we also work for the development of loans for low-emission cars, through the support of manufacturers and affiliated dealers. For solar panels, on the other hand, promotional rate campaigns are planned with the various dealers.

We also operate in areas of that, while not included in the taxonomy, encourage and support the energy transition through promotional campaigns for bicycle loans and the development of specific financing products that allow consumers to take advantage of tax breaks (also in synergy with Crédit Agricole Italia for receivable assignment).



**B** For personal loans, the Agos direct network has continued its “Green Home” project with loans at subsidised rates to facilitate financial availability where there is an intention to undertake work on one’s own home, an initiative that is also available through the network of Agos partner banks (Crédit Agricole Italia and Banco BPM).

Consequently, we have defined a set of KPIs to monitor the performance of the loans supporting the energy transition of our customers and partners.

More precisely, production that falls under the GAR is monitored, and production that does not fall under the GAR is generically defined as supporting the energy transition. In addition, some specific KPIs are focused on vehicles to monitor the amount of cars that are not covered by the GAR but still support the transition (e.g. hybrid cars).

Moreover, following CA PFM and CA guidance, we measure the “carbon intensity” of the vehicles financed to contribute to the NZBA (Net-Zero Banking Alliance) target set for the CA PFM Group.

**The impacts of loans supporting our customers’ energy transition**

In addition to producing **positive economic impacts**, this type of financing also produces positive impacts on the environment, either through a direct increase in the circulation of vehicles that produce less CO<sub>2</sub>, or by powering the circular economy with the redistribution of the old asset to a new owner, or by increasing

the energy efficiency of old, energy-intensive buildings. A possible negative impact can occur if the old asset is disposed of instead of redistributed, resulting in an increase in the waste generated by the process of selling new goods.

The **positive effects on people** are primarily generated by the cultural change that accompanies the purchase of low-impact goods. To expand this effect we proposed a dedicated section on our product site [agos.it](https://agos.it) and on the [agoscporate.it](https://agoscporate.it) site where customers can access a platform developed by CRIF\*, thanks to which they can launch free, simple and secure simulations on the benefits that could be achieved through energy-related renovations of their properties, deriving from tax deductions, with cost savings and reductions in emissions generated by energy consumption and for heating homes.

Analyses of the 2023 edition of the Agos Insights observatory showed that among those who invest in sustainable choices, 61%\*\* say they do so purely for financial convenience. We therefore decided to accompany the sustainability aspect with a low price, which at Agos manifests itself in the form of a lower interest rate.

The complexity of the relevant EU regulations and the difficulties customers have in understanding this regulatory framework require a sales network that is adequately trained and up-to-date on the latest developments in this area. Training started in mid-2023 and will continue into 2024.

(\*) CRIF is a global company specialising in credit and business information systems, analytics, outsourcing and processing services as well as advanced digital solutions for business development and open banking.  
(\*\*) Data for the Agos sample.

**PRODUCTION MONITORING TO SUPPORT THE ENERGY TRANSITION**

In order to periodically monitor and report on production trends in support of our customers’ energy transition, dashboards – created in collaboration with the Data Management Office and Customer Analytics teams – have been developed and are released on a monthly basis that highlight production trends by isolating these products from non-perimeter products.

The data are presented to the Sustainability Committee and other committees, including at the Group level.



Our people and the communities in the regions where we operate are valuable resources:  
each day we strive to protect and promote them through initiatives and processes aimed at restoring their value in various forms.

The principles that guide us:

- DIALOGUE
- INCLUSION
- PROXIMITY



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# Social responsibility



# Protection, well-being and development of human resources

We want to be a company that for all intents and purposes is capable of combining ethics and business, and to be recognised by the markets in this particular aspect as well.

This means promoting the growth of opportunities in the community and generating positive social impacts beyond the fair treatment of customers through proactive engagement dedicated:

- On the one hand, to our employees, with welfare policies whose pillars are building a condition of well-being in a protected environment and the opportunity to develop valuable knowledge and skills.
- In parallel, to the communities we operate in, supporting various social projects in the area either directly – by involving co-workers or in partnership with local associations – or through financial donations.

GRI 3-3

At Agos, there is a clear commitment to “putting the focus on people”, in many different ways.

We consider the well-being of our employees to be central, recognising their value as a fundamental resource for the company's success. We therefore adopt practices aimed at protecting the psycho-physical health, safety and balance of our people, as well as their personal and professional development.

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

Launched in 2020 and still in place today, PEOPLE represents the fundamental charter of the activities that affect the almost 2,000 people of Agos and one of the main cornerstones on which we are building our present and future.

The challenges posed by the PEOPLE programme are about growth, responsibility and digital transformation, enshrining the fact that at Agos people can cultivate their own professional growth and skill development. Growth is understood as a collective responsibility of the individual, first and foremost, with the support of their manager and the organisation as a whole.

A vision that in daily practice takes the form of a safe and inclusive working environment, modern and accessible well-being programmes, and tools to improve one's employability.

PEOPLE is divided into five dimensions in order to address actions and innovations with respect to various areas of human resources:

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

This approach defines the customer the Group's *raison d'être* refers to as a person inside and outside the company, consistently expanding the scope of action from customer centrality to employee centrality.

In 2023, for example, a second skills mapping campaign was carried out, a valuable orientation for co-workers that, together with the annual performance appraisal process, helps to guide growth within the company, with a view to continuous development.

With regard to empowerment, initiatives worthy of note include:

- The **Ambassador** project, which aims to strengthen employees' awareness of being company “ambassadors” in every context.
- The **new employee onboarding process**, which aims to welcome new co-workers by informing them of the strategy designed for people in the company, the business strategy and the synergies with the Crédit Agricole Group.

## AN EXCELLENT WORKPLACE

The **Great Place to Work** recognition earned in 2023 is the culmination of efforts to create an inclusive working environment based on dialogue and capable of capitalising on the characteristics of each individual.

Also worthy of note is the continuing improvement in the **Italy's Best Employer** standings, a study commissioned by *Corriere della Sera* from the Statista institute, which saw us move from 157<sup>th</sup> place in 2022 to 67<sup>th</sup> in 2023, ranked 8<sup>th</sup> in the Banking, Insurance and Financial Services category.

Well-being, company climate and “**feeling good in the company**” in general are central topics of discussion with all offices when sharing and talking about results, and are considered so important that they constitute one of the elements of the annual performance evaluation of top management.





ANALYSIS OF THE WORKFORCE

As at 31.12.2023 our workforce consisted of **1,995 resources** under contract, of which **57% were women**. Almost all contracts (99%) are permanent and 100% are governed by collective bargaining relations.

GRI 2-7

Workforce and contractual classification

	Women	Men	Other (gender specified by the employee)	Total
Total employees under contract	1,143	852	0	1,995
Permanent contract	1,135	843	0	1,978
Fixed-term contract	8	9	0	17
Non-guaranteed hours (e.g. on-call, occasional)	0	0	0	0
Total full-time + part-time employees	1,143	852	0	1,995
Full-time	1,010	843	0	1,853
Part-time	133	9	0	142

Data are reported according to the number of persons (1 person = 1 head) and updated as at 31.12.2023. There were no significant fluctuations in the workforce during the 12-month period.

ROLE CLASSIFICATION

	<30 years			30-50 years			>50 years			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Senior managers	0	0	0	7	2	9	12	7	19	19	9	28
Middle managers	0	0	0	176	103	279	168	119	287	344	222	566
Other employees	17	47	64	336	551	887	136	314	450	489	912	1,401
Manual workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	17	47	64	519	656	1,175	316	440	756	852	1,143	1,995

	<30 years			30-50 years			>50 years			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Senior managers	0.00%	0.00%	0.00%	0.35%	0.10%	0.45%	0.60%	0.35%	0.95%	0.95%	0.45%	1.40%
Middle managers	0.00%	0.00%	0.00%	8.82%	5.16%	13.98%	8.42%	5.96%	14.38%	17.24%	11.12%	28.37%
Other employees	0.85%	2.35%	3.20%	16.84%	27.61%	44.46%	6.81%	15.73%	22.55%	24.51%	45.71%	70.22%
Manual workers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	0.85%	2.35%	3.20%	26.01%	32.88%	58.89%	15.83%	22.05%	37.89%	42.70%	57.29%	100.00%

GRI 2-8

Workers who are not employees

In 2023 we had no seconded employees.

GRI 2-30

Collective bargaining agreement

All Agos employees are covered by collective bargaining agreements.

GRI 401-1

New employee hires and turnover

	<30 years			30-50 years			>50 years			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
New hires	11	27	38	17	6	23	1	1	2	29	34	63
New departures	11	13	24	19	14	33	10	7	17	40	34	74
Hiring rate	64.71%	57.45%	59.38%	3.28%	0.91%	1.96%	0.32%	0.23%	0.26%	3.40%	2.97%	3.16%
Turnover rate	64.71%	27.66%	37.50%	3.66%	2.13%	2.81%	3.16%	1.59%	2.25%	4.69%	2.97%	3.71%

Investing in human capital by ensuring that each person has the opportunity to fulfil their potential is a key element in the value-building process. In 2023 the rate of new hires was 3.16%, down from the previous year, while the turnover rate was 3.71%, down from 2022.

HEALTH AND SAFETY

GRI 403-1

We consider it essential to place employees at the centre of our attention in order to guarantee business continuity and long-term strategic objectives. To this end we are committed to pursuing the continuous improvement of the quality of the working environment, ensuring the protection of the Health and Safety of workers and contractors, safeguarding their psychophysical well-being, as also recalled in the Code of Ethics adopted within the Organisational Management and Control Model pursuant to Italian Legislative Decree 231/2001.

Having adopted a set of rules and procedures,\* including the **Occupational Health and Safety Management System that complies with the international OHSAS 18001 standard**, we want to guarantee the quality of the working environment.

The main commitment concerns the application of everything necessary and possible to eliminate occupational health and safety risks that can lead to accidents, injuries and occupational diseases. Occupational health and safety issues are therefore integrated into the company's processes through a careful assessment of all risks for employees, co-workers and visitors.

To this end, we define the tasks and responsibilities of all personnel actively involved in occupational health and safety processes, and we operate in such a way that the facilities, equipment, workplaces, operating methods and organisational aspects are implemented in such a way as to safeguard the safety of workers, company assets, third parties and the communities we operate in.

We also manage the relationship with all suppliers in a collaborative manner, demanding and obtaining adequate safety and efficiency standards in the management of processes.

Training and awareness

In addition to providing all workers with compulsory training courses on the specific risks related to the profession and those related to the type of structure, through a specifically developed plan, we promote communication on Health and Safety among all employees in order to develop staff awareness and improve their empowerment with respect to their role and potential, both in relation to the prevention of the various risks and to the actions to be taken in situations of danger or emergency.

Prevention and monitoring

We consider prevention to be an essential factor in achieving an acceptable level of residual risk for the company and at the regulatory level by virtue of the measures taken.

We constantly monitor compliance with laws, regulatory requirements and commitments made in the context of Group Policy and all stakeholders, as well as compliance with adopted procedures, by performing a variety of controls, including data protection procedures and controls.

Specific and measurable objectives are defined annually, and the analysis of their actual achievement forms the basis for the periodic management review.

- 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.
- Italian Legislative Decree 106/09 Safety and hygiene in the workplace, specifically Art. 30 of Italian Legislative Decree 81/08 as amended and supplemented, concerning the Organisational and Management Models suitable for exempting legal persons from administrative liability in accordance with the provisions of Italian Legislative Decree no. 231/01;
- BS OHSAS 18001:2007 "Occupational health and safety management systems".
- BS OHSAS 18002:2008 "Occupational health and safety management systems. Guideline for the implementation of BS OHSAS 18001:2007" UNI INAIL Guideline for an occupational health and safety management system, 2001.

The **Safety Procedure** applies to all areas of the company:

- Employees with any type of contract, at head offices, branches, collection centres and decentralised offices in the region.
- At third parties, including inspections and related meetings.
- For outsourced operations: indirect impacts related to training courses at external companies and indirect impacts related to subcontracted operations.
- Related to contracted personnel: this includes activities carried out by temporary personnel.

Each head of a company function is required to disseminate the Safety Procedure to all members of the organisational units under their direction, including in the event of any updates that may occur over time.

GRI 403-7

To avoid, prevent and mitigate significant negative occupational health and safety impacts directly related to operations, it is crucial to adopt a holistic approach that includes:

- 1 Risk assessment:** Identify and assess the potential health and safety risks associated with the activities.
- 2 Implementation of preventive measures:** Take preventive measures to minimise the risks identified, such as the use of personal protective equipment (PPE) and staff training.
- 3 Monitoring and review:** Constantly monitor health and safety conditions in the workplace and regularly review practices to ensure their continuous improvement.

(\*) Italian Legislative Decree 106/09 Safety and hygiene in the workplace, specifically Art. 30 of Italian Legislative Decree 81/08 as amended and supplemented, concerning the Organisational and Management Models suitable for exempting legal persons from administrative liability in accordance with the provisions of Italian Legislative Decree no. 231/01.  
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- 4 Worker involvement:** Actively involve workers in identifying risks and planning safety measures, as they are often the ones who best understand the challenges in the field.
- 5 Regulatory compliance:** Ensure that all activities comply with occupational health and safety rules and regulations.
- 6 Culture of safety:** Promote a workplace safety culture through awareness-raising, training and effective communication.
- 7 Incident response:** Have a well-defined incident response plan in case of emergencies and provide the necessary training for staff to deal with such situations appropriately.

GRI 403-2

Risk assessment and management

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) – available at the registered office and at each work site – 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 documents containing specific assessments involving 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 (always).
- They result in reports from the institutional figures involved in managing company safety.
- They are specifically referred to in the Safety Policy.

In the risk assessment document, 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 – and with it the prevention measures and the summary document – is repeated and revised whenever changed risk conditions require it to be updated.

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 in charge of implementing specific management measures (fire fighting, evacuation, first aid, site emergencies) have

been designated, as they are adequately 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 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 carry out monitoring to provide, at different levels and in different ways, all the components of the organisation with adequate information on the progress of the various aspects of the current Safety Management System and whether they are being effectively adopted to achieve the established objectives.

The purpose of such periodic monitoring is to:

- Monitor the proper application of the SMS to ensure compliance with its requirements.
- Identify the critical points of the SMS in order to put in place improvement actions to achieve the objectives set.

The purpose of periodic monitoring is to verify that the Management System continues to meet the requirements specified and that they are actually being implemented.

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 Actions and Corrective Actions.
- Ineffectiveness of Preventive Actions 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 by public bodies.
- 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 that everything necessary and possible for the elimination of occupational health and safety risks that can lead to accidents, injuries and occupational diseases is implemented.
- 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 actions and corrective actions identified have been implemented and that they are effective in dealing with the non-conformities identified.

More generally, ensure the physical safety of persons on the premises (staff, subcontractors and visitors) and the protection of real and movable property, as well as ensure that the leased buildings comply with current health and safety regulations.

**GRI 403-3**

For the Milan office a contract was stipulated with San Raffaele Hospital, which offers a structure of competent physicians in the relevant region headed by a coordinating physician, all governed by the framework of a specific Service Level Agreement, supplemented by an annual report from the coordinating physician.

**GRI 403-4**

There are 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).

According to the regulations, as laid down at a general level by Italian Legislative Decree 81/2008, periodic meetings are scheduled between the RLS and the SPP (Protection and Prevention Service Manager) in which health and safety issues are discussed.

**GRI 403-8**

All Agos employees are covered by the safety management system.



GRI 403-9

Work-related injuries

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).

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.

The following table details the injuries recorded in 2023, broken down by gender. A total of 8 injuries were recorded out of a total of more than 3.1 million hours worked, with an average of 1 incident per 388,432.62 hours, of which none was serious or fatal.

EMPLOYEES

	Men	Women	Total
Number of recordable work-related injuries	2	6	8
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	1,381,839.00	1,725,622.00	3,107,461.00
Rate of recordable work-related injuries	1.45	3.48	2.57
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

The work typically done at Agos does not entail any potential risk of accidents with serious consequences.

In any case, in order to eliminate possible dangers at work and minimise risks, adequate information is provided in network branches on the proper use of appliances, such as refrigerators and microwave ovens.

For branches located in Campi Flegrei, a specific periodic dialogue was also initiated with the RLS officers to share information on seismic risk.

GRI 403-5

With regard to **training on Health and Safety in the Workplace**, our Academy offers refresher courses and information to all workers, including new hires, and to specific persons such as emergency workers, supervisors, and tutors for people with disabilities.

Specific safety training continued in 2023, and a video clip was also produced to support the emergency and evacuation plans of the Milan headquarters.

GRI 403-6

In addition to the periodic monitoring of the general health of employees and of the health conditions of the branches located throughout the country, employees can benefit from a **supplementary insurance policy** for medical expenses.



Prevention is a very important asset: in addition to promoting **vaccination campaigns** internally every year, in 2022 we initiated a **partnership with LILT (the Italian League for the Fight against Tumours)** to develop a programme for the early diagnosis of breast cancer, offered to all female co-workers, supplemented by a project for the cultural dissemination of prevention via webinars (“Motivation to change: on the road to health”, “Cancer prevention in everyday life”) video clips and surveys. Thanks to the check-ups offered by the initiative, a co-worker received an early diagnosis that made it possible to take prompt action to resolve the problem.

We also launched the **Cardio-Protected Company** project, which involves the installation of semi-automatic defibrillators (AEDs) in the company

Furthermore, a **free psychological support service** is available to all Agos employees.

DIVERSITY AND INCLUSION

GRI 405-1

DIVERSITY

	<30 years	30-50 years	>50 years	Total
Men	0	1	9	10
Women	0	0	5	5
Total Management Committee	0	1	14	15
Percentage Men	0.00%	6.67%	60.00%	66.67%
Percentage Women	0.00%	0.00%	33.33%	33.33%
Percentage Total	0.00%	6.67%	93.33%	100.00%

At Agos **we have always been committed to not considering any social, religious or ethnic aspect as a discriminating element**, both for personnel selection and in the workplace, ensuring fairness of treatment from an economic and social point of view, in keeping with the principles expressed in our Code of Ethics.

The focus on gender equality is also embodied in actions and activities that lead us to improve what – at the CA CF Group level – is referred to as **gender equity**, in short a KPI against which we currently stand at 89 points out of 100 (up from 2022). The parameters of the indicator are: *remuneration gap, salary increase gap, promotion gap, maternity leave salary and the 10 highest salaries*.

With regard to **women’s access to managerial roles**, the 2023-2025 target in the Medium-Term Plan is to reach a level of 50% (currently the figure stands at 43%). We have also adopted the custom that, when it comes to identifying candidates for managerial positions through internal job postings, 50% of the candidates on the short list must be of a different gender.

With regard to the obligation to **employ disabled persons**, our choice has always been to work with various social cooperatives in addition to direct hiring.

In Milan we have entrusted Opera in Fiore and *Officina dell’Abitare* with landscaping services, laundry services, car washing and clerical activities both at the headquarters and at a branch in the area. These are associations that work to reintegrate or introduce not only people with disabilities but also migrants and prisoners.

In Lucca, on the other hand, we collaborate with *Saperi e Lavoro*, an association that employs people with disabilities, to whom we have entrusted reception and cleaning services.

NEURODIVERGENCE IN THE COMPANY

The care we take in assessing our supply chain also on the basis of ESG factors led us at the beginning of 2023 to award the tender for the migration of thousands of business programs from the old to the new data warehouse to a long-standing partner, Alkemy S.p.A., which presented the proposal of an inclusive work team consisting of 15 of their employees and **5 employees of Auticon S.r.l., a social enterprise with an autistic majority whose mission is to improve the professional prospects of people on the autism spectrum** and which also employs neurodivergent consultants in the area of data analysis, the skills we needed.

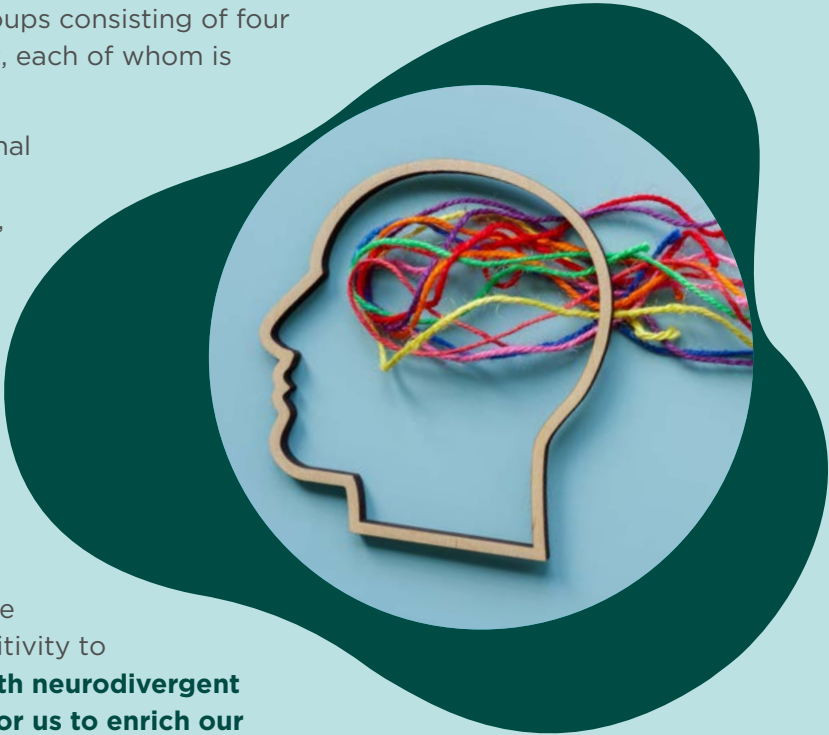
The team of 20 people was divided into five groups consisting of four Alkemy consultants and one Auticon consultant, each of whom is present at our Milan office on a weekly rotation.

Together with Auticon’s Job Coach, a professional who works alongside their consultants and the companies they work with to facilitate inclusion, we created the necessary conditions to allow the neurodivergent consultants to feel comfortable in a new environment and with new co-workers. This meant identifying a conference room and an area of our company restaurant suitable for lighting and acoustics.

Before starting the work, we arranged for training sessions held by Auticon for all Agos employees in order to make them aware of some practical traits of neurodivergence such as sensitivity to certain light or acoustic conditions. **Working with neurodivergent people on a daily basis offers an opportunity for us to enrich our interpersonal skills such as the development of an effective language to efficiently express detailed requirements in any context and to any person.**

The project was launched in April 2023, presented with a press release in May 2023, and is currently still ongoing.

To further facilitate inclusion, we implemented team-building strategies so that the more than 100 people involved in the project could experience common moments of growth and knowledge, even outside the usual working hours. For employees not working on the project we organised Agos Arte outings, such as a visit to the monumental cemetery.





In November 2023, for Diversity & Inclusion Month, we organised several initiatives for employees, including a series of topical webinars (4367.60€).

The first of these, entitled “Inclusion that generates well-being”, was led by Fondazione Onda for all CA Group companies in Italy.

With regard to women’s issues, in 2023 we continued to support specific **counselling programmes for women** who are members of the *Agos Wond(h)er* Community and the **Queesy Project**, which consists of the free distribution of menstrual pads to combat period poverty.

GRI 2-28

- We are associated with:
- **ValoreD** (€8,000), an association of companies that promotes gender balance and an inclusive culture for the growth of companies and the country, in order to organise training courses and webinars specifically on women’s issues.
  - **Parks liberi e uguali** (€5,000), a non-profit association set up to help member companies understand and realise the full business potential of developing diversity-friendly strategies and practices. Its focus is predominantly on issues of sexual orientation and gender identity.
  - **ISSIM** (from 2019) The counselling offered by ISSIM has the dual purpose of generating individual and organisational well-being, thanks to the support and listening provided by the Institute’s specialists.

We report on our experiences of inclusion and bear witness to valuable company ventures through articles published in the **Diversity Mag** magazine.

GRI 406-1




Incidents of discrimination

In 2023 there was an incident that was resolved in that same year by a court settlement following an action brought by a disabled employee who found the company premises to not be completely suitable. Improvements were then made to the property even though it was already considered to be in compliance.

GRI 405-2

Ratio of basic salary and remuneration of women to men

The gender pay gap, although not yet completely eliminated, stands at a women/men difference of less than 1.00 for each professional category.

Women/men ratio	Average basic salary	Total average salary
 SENIOR MANAGERS	0.98	0.89
 MIDDLE MANAGERS	0.94	0.92
 OTHER EMPLOYEES	0.99	1.00



TRAINING, ASSESSMENT OF SKILLS AND PERFORMANCE.

The Training Plan is comprehensive, designed both to support the acquisition of new expertise and to further develop employees’ skills.

GRI 404-1, 404-2

Average hours of training per year per employee

	Hours (men)	Average hours (Men)	Hours (women)	Average hours (Women)	Total Hours	Average hours Total
Senior managers	603.65	27.44	495.75	61.97	1099.40	36.65
Middle managers	14,271.85	41.85	9604.90	45.31	23,876.75	43.18
Other employees	22,102.25	43.00	42039.00	44.87	64,141.25	44.20
Total	36,977.75	42.18	52,139.65	45.12	89,117.40	43.86

In 2023 our Directors attended "sustainable leaders", the course promoted by CA PFM with the aim of providing tools and skills to understand the context and govern change.

MODULES PROVIDED



SOCIAL AND ENVIRONMENTAL CHALLENGE



RISK



NET ZERO



REGULATION



MOBILITY



CIRCULAR ECONOMY

The Agos Academy

The Agos Academy is the centre of learning in the company, built like a city with various quarters dedicated to different types of training: the Trade Quarter, Exploration Square, the Evolution Quarter, the Mandatory Area and the Crossroads of Directions where, in addition to external trainers, several courses are offered directly by co-workers who have the greatest expertise in particular areas, both to fully capitalise on people’s experience and to have a common language with learners.

The Agos Academy was designed with a modular and multidisciplinary, innovative and forward-looking structure to support corporate strategy, with the aim of anticipating the issues of the future and achieving objectives through the preparation of personnel, in particular by helping to create the mindset and professionalism needed for tomorrow.

The training is available both through the company’s intranet and a tool that is also accessible from mobile devices, so that everyone can participate in training at any time.

Some of the training programmes offering the most added value include:

- The **Ambassador** project, which aims to strengthen employees’ awareness of being company “ambassadors” in every context.
- The project on **changing managerial culture**, which focuses on sharing, dialogue and valuing people through delegation and empowerment.
- Training all employees on **customer centricity** and digital skills, **Working Smart 2.0**.
- **"Climate Fresco"**, a course focusing on the issues of environmental impact and the climate crisis, completed by approximately 350 employees between 2022 and 2023.

Skill development

The new skill assessment model, **skill wave**, developed on the **moodle.org** platform and tested in 2023, allows all employees to not only assess the skills required by a role but also other types of abilities, so as to develop their own employability.

In the relevant section, each employee finds four categories of skills to be assessed:

- **FOUNDATIONAL SKILLS** (specific to the role)
- **SOFT AND MANAGERIAL SKILLS**
- **CROSS-CUTTING SKILLS**
- **DEVELOPMENTAL SKILLS**

In addition to these categories, each person can add other skills that they believe they have and that have been acquired in other contexts, work or otherwise.

At the launch of the skill survey campaign, each employee is required to give a score according to the degree of knowledge of a given skill.

At the end of the survey, each individual employee will be able to consult the courses in the Agos Academy suggested by the algorithms of the learning system to fill any gaps in training identified.

In 2023 the we made more than 1,200 training sessions available to our people, divided between in-person, remote, e-learning and micro-learning, of which more than 120 were dedicated to ESG topics.

GRI 404-3

Periodic evaluation of performance and professional development

Performance evaluations are carried out for all employees who have been employed on a permanent basis in the company for at least six months.

Employees who receive regular evaluations		No.	Total	%
Senior managers	Men	8	19	42.11%
	Women	2	9	22.22%
	Total	10	28	35.71%
Middle managers	Men	321	344	93.31%
	Women	207	222	93.24%
	Total	528	566	93.29%
Other employees	Men	450	489	92.02%
	Women	835	912	91.56%
	Total	1,285	1,401	91.72%

Performance reviews with Managerial and Employee Commitments make it possible to assess a person’s ability to “participate in the company” not only from the point of view of reaching or contributing to the achievement of quantitative targets, but also on what we at Agos look for, suggest and demand from people. They are for all intents and purposes two sides of the same coin.

MACRO-THEMES FOR MANAGERS

- Give direction and meaning
- Act like an entrepreneur
- Empower people
- Be a driver for efficiency

MACRO-TOPICS FOR EMPLOYEES:

- Understand meaning and direction
- Nurturing one’s own development
- Work as a team
- Contribute to efficiency

EMPLOYEE BENEFITS AND ENGAGEMENT

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

GRI 401-2

Agos Benefits

WELFARE & ECONOMICS

- Advances on TFR severance pay up to 90%
- Free 730 tax return and ISEE calculation assistance
- Company contribution to supplementary pension funds
- Low-interest personal loans
- PDR welfare portal
- Laundry service
- Car wash service
- Parking reservation service
- Various discounts with business partners

FAMILY SUPPORT

- Scholarships for employees’ children
- Flexible marriage leave
- Leave for same-sex families
- 100% supplement for early and compulsory maternity leave
- 20% supplement for parental leave
- Courtesy parking spaces for expectant mothers
- Work-study for employees’ children
- Learning disability leave
- Pre-natal course leave
- Assisted reproduction leave
- Prenatal leave
- Father’s prenatal leave
- One-off baby bonus (€500)

ENVIRONMENT AND CSR

- Agos Art programme
- Agos Culture programme
- Corporate bike sharing
- Electric charging stations
- Animal pension agreement
- Corporate car sharing
- Bicycle and scooter parking
- Support plan for victims of violence

CAREER & DEVELOPMENT

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

GOOD HEALTH AND WELL-BEING

- Free psychological support
- Insurance and reimbursement of medical expenses for employees with a permanent contract
- LILT campaigns for free preventative visits
- Leave for protected categories
- Health leave
- LTC policy
- Life insurance at a discounted price
- Free occupational and non-occupational accident insurance

COMPANY EQUIPMENT AND SERVICES

- Cars available for use by employees
- Company canteen and Ticket Restaurant meal vouchers
- Luggage storage service

WORK-LIFE BALANCE

- Part-time agreement
- Working Smart organisational model

In order to promote these initiatives, internal communications aimed at spotlighting the opportunities that Agos makes available to all of us employees are crucial. The main point of reference is certainly the **Agos for you** section of the company intranet, which lists offers and discounts available to employees.



Moreover, the sharing of the results of periodic surveys of company satisfaction/climate do not end with the reading of the data, but also become opportunities to “establish a culture” comprising everything that is available to employees at Agos. An extra step that positively affects the sense of belonging, employer branding and our own brand awareness in general.

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 with co-workers during off hours, visiting artistic and cultural sites in many different cities and experiencing fascinating historical and artistic narratives. Its activities in 2023 included:

- The **Royal Palace of Caserta** (117 Agos employees and agents plus 113 family members and friends for a total of 230 people)
- The **Royal Palace of Venaria Reale in Turin** (60 Agos employees + 65 family members and friends for a total of 125 people)
- Exploration of the artistic treasures of the **Gallerie d’Italia in Naples** during the exhibition on Artemisia Gentileschi (23 Agos employees + 20 family members and friends for a total of 43 people)
- The exhibition “Art Stolen from War” at the **Scuderie del Quirinale in Rome** (17 Agos employees + 8 family members and friends for a total of 25 people)
- A visit to the **city of Padua** (27 Agos employees + 32 family members and friends for a total of 59 people)
- A visit to the **city of Brescia** (42 Agos employees + 35 family members and friends for a total of 77 people)
- The **marble quarries at Carrara** with a walk exploring one of Italy’s most famous murals, **Kobra’s famous David at Colonnata** (55 Agos employees + 36 family members and friends for a total of 91 people)
- **Palazzo Marino**, today’s seat of the mayor and the **Municipality of Milan**, during the FAI spring days (25 Agos employees + 20 family members and friends for a total of 45 people)
- Visit to **Milan Central Station** to learn more about the history of “**Binario21**” in the run-up to Holocaust Memorial Day (54 Agos employees + 90 relatives and friends for a total of 144 people)
- Cultural visit to the **Monumental Cemetery in Milan** promoted by the Diversity & Inclusion team in synergy with **Auticon** (40 Agos employees + 15 Auticon employees + 90 family members and friends for a total of 145 people)
- A visit to the **city of Padua** (38 Agos employees + 43 family members and friends for a total of 81 people)

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.



**Agos Culture**, on the other hand, is the space dedicated to **PERSONAL GROWTH**, a section of the company intranet where we find interesting recommendations on books and audio and video content every week: 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.

The creation of value is the main mission of the **Agos for Good Community**, established in 2021 to transport us from 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) to a daily commitment to sustainability, consistent with the business and the very essence of Agos.

2021

The first initiative was **Sustainability Month**, a series of online events featuring guests, speakers, debates, challenges, interviews and more.

2022

The activities continued with the **direct participation of co-workers in social events** such as visits to FAI sites, botanical nature walks, the first Agos bicycle tours, and the “**Plant a tree by running**” event.

In addition, various information initiatives such as **Sustainability Days**, the preparation of Instagram content and the updating of the intranet section dedicated to sustainability.

Finally, the conception and promotion of individual or corporate practices such as the **Ten Commandments of Sustainability** and **Sustainable Mailing**.

2023

The four groups of the Agos for Good Community worked to:

- **Animate Agos Parks** with the involvement of co-workers and associations in the area.
- **Disseminate a programme of initiatives aimed at improving, measuring and monitoring actions with a positive environmental impact** (e.g. reducing the number of printouts, emails, recipients and attachments), implemented through the “**Take Care**” challenge with the simultaneous adoption of an olive grove.
- **Organise a competition among employees on sustainable behaviour called “Behave 4 Good”** through an intranet page listing themed missions, with the awarding of scores and bonuses, collection and dissemination of information, awarding of prizes also having a low environmental impact, including oil from the adopted olive grove.
- **Involve co-workers in the area in the second edition of Agos Bike Rides**, for themed visits and for an informed, engaged workforce.

IT Department Team Building Activity




[€13,420 invoice]

In order to carry out an activity together that reflects the sustainable spirit of Agos and at the same time creates synergy, 102 employees took part in a team building event divided into 10 teams that challenged each other to build 10 botanical gardens together, which were then donated to the Lega del Filo d'Oro headquarters in Lesmo with the aim of offering more welcoming spaces to deaf and blind or psychosensory impaired people who use its rehabilitation, education and training services.

GRI 401-3

Parental leave

Parental leave (maternity or paternity) is granted to all employees as envisaged in the relevant collective agreement.

			
Total number of employees entitled to parental leave	346	407	753
Total number of employees taking parental leave	11	100	111
Number of employees returning to work after parental leave	11	100	111
Total number of employees who are still with the company 12 months after returning from parental leave	10	99	109
Return rate	100.00%	100.00%	100.00%
Retention rate	90.91%	99.00%	98.20%

Support for local communities and the creation of shared value

At Agos we dedicate constant support to local communities in order to make our commitment of proximity and closeness to the local region tangible, both with a view to giving back to the community and to supporting projects consistent with our main commitments, including the 2030 Agenda goals.

We work in harmony with the Group's raison d'être ("to act every day in the interest of the customer and society") by focusing on transparency, trust and respect to promote sustainable economic development and where possible to improve every area where respect is synonymous with growth.

GRI 3-3, 413-1

A concrete approach

We invest time and resources to be made available to the community with the intention of creating shared value, improving people's lives and fostering positive change and progress, both by acting directly and through employee initiatives.

We support urban regeneration projects, solidarity partnerships with non-profit associations and initiatives dedicated to the younger generation through training, financial education, job orientation and sports.

In synergy with our two shareholders, we contribute to solidarity funds, promote crowdfunding initiatives among co-workers, encourage volunteering and support environmental projects.

Many of the initiatives arise directly from listening to the local community, as is the case with the municipalities in consultation with their citizens to understand their needs, a preparatory phase in the planning of park regeneration projects, or through requests from schools interested in "A tu per tu" sessions or work-study opportunities for their students.

- To monitor the effectiveness of the actions taken, we adopted two types of monitoring:
- Quantitative, in relation to which the high level of participation in webinars and events in the area shows that the initiatives are considered valuable and appreciated.
  - Qualitative, in relation to which feedback from employees and the associations we work with and post-event surveys further confirm the positive nature of the actions.





## What we did in 2023

### 1) INITIATIVES WITH THE INVOLVEMENT OF AGOS PEOPLE

#### Urban regeneration through the AGOS GREEN&SMART PARKS project

[€420,000 (340,000 - donation + 80,000 - invoice)]

An innovative idea – consistent with SDG no. 11 of the UN's 2030 Agenda (Sustainable Cities and Communities) – aimed at giving substance to the commitment to sustainability and closeness to the community, as well as a positive **example of cooperation between public, private and third-sector associations** (including Brand for the city, which has accompanied us from the beginning to identify local parks to be regenerated and the areas requiring action).

The project aims to renovate and redevelop derelict or run-down urban areas by acting on four dimensions.

First the Green dimension, focusing on increasing the amount of greenery in the city and education on its care.

Then, based on the needs of the region:

- The **“Smart”** dimension, which introduces innovation by making technology and digital connections available to the community.
- The **“Sport”** dimension, which acts to regenerate already existing spaces or introduce new facilities, encouraging the spread of sport in public areas of the city as a factor of health, well-being and sociality.
- The **“Art”** dimension, which involves the production of works of Urban Art, bringing beauty and culture, renovating new spaces or restoring previous degraded works.



 **Agos parks**

**6 parks**  
redeveloped between  
2021 and 2023



**Largo Balestra Park**  
**Milan** 4,000sq m



**Vulcania Park**  
**Catania** 10,000sq m



**Colasanti Park**  
**Rome** 3,500sq m



**Margherita Hack Park**  
**Padua** 8,000sq m



**Fluviale Park**  
**Lucca** 60,000sq m



**Bruno Petrachi Park**  
**Lecce** 10,000sq m

The sizes shown represent the total surface area of each park, within which Agos has regenerated a variable portion depending on the city and the needs expressed by the municipal administrations and local communities.



During 2023, 66 third-sector associations were involved in the local animation of the four Agos Green&Smart Parks in Milan, Lucca, Catania and Rome and the inauguration of the two new parks in Padua and Lecce.

We also directly organised four events at the Agos Parks in Catania, Milan, Lucca and Rome, while the two Sportcity Days at the Agos Parks in Catania and Padua were managed by Fondazione Sportcity.

ACTIVITIES  
PERFORMED



INAUGURATIONS

2021	1
2022	3
2023	2



OFFICIAL EVENTS  
IN THE PARKS

2021	1
2022	4
2023	6



ASSOCIATIONS  
INVOLVED

2021	7
2022	27
2023	66

INAUGURATIONS IN 2023

In **Lecce**, the project was developed by listening to the community at a public meeting with citizens and representatives of the local municipality, which made it possible to outline the needs and interests that the subsequent regeneration work was then based on.

The regenerated Bruno Petrarchi Park now hosts a brand new multi-sports court for basketball and volleyball with a removable net (sport), renovated greenery and educational gardens available to schools adjacent to the park (green), the perimeter wall decorated with street art (art) and QR codes related to the greenery that tell about the trees and shrubs in the new flowerbeds, as well as QR codes that refer to the Pick-Roll app for organising basketball games (smart). A space was also created for outdoor classes, art initiatives, exhibitions, socio-cultural activities and new community gathering areas.



In **Padua** the works at the Margherita Hack Park, agreed to with the municipality, involved the placement of shrubs and trees around the fitness area to create shady areas and pleasant spaces with seats for relaxing (green); a new inter-generational fitness area repaved and equipped with equipment and graphics on the ground for calisthenics and street workouts suitable for young people, adults, the elderly and persons with motor disabilities (sport); QR code access to the tutorials in the app to

facilitate the proper use of the fitness area (smart); a mural created by the artist Rame13 dedicated to Margherita Hack and women in the STEM world (Science, Technology, Engineering and Mathematics) entitled "The Future Is Now" as a tribute to the Florentine scientist who inspired all those who wish to pursue their dreams in the world of science, technology, engineering and mathematics (art).



Co-creating together with the public and local institutions allows us to give a space back to the community that has a shared value that we measure both through the numbers of participants in the activities and through the feedback we receive periodically from the public and third-sector associations and municipal administrations. The latter shared how the redevelopment and beautification of the chosen areas and the promotion of sports and artistic activities for children, young people and families has changed the type of people frequenting the spaces and thus made the area around Agos Parks safer.

Another indicator of the value generated through this project is the number of contacts received from municipalities proposing their regions for inclusion in the Agos Green&Smart Parks project.

Three years after the inception of this initiative, our commitment to working closely with local communities has been reinforced with a commitment to further continue this relationship, which is why in 2024 we shifted from an annual to a weekly programme of activities made available free of charge to the community.

"A tu per tu", our project on financial education

[€8,540 invoice]

The initiative is organised by co-workers on a voluntary basis and aims to raise people's level of awareness of and responsibility for finances (but not only), and aims to train twice as many students by 2025 as were trained in 2022. In 2023 the target of training 33% more was easily surpassed, reaching +45%, and involved 13 co-workers as instructors.

The effectiveness of the initiative was demonstrated by the demand of schools to

expand on the first module, registering for subsequent sessions.

We have a compulsory basic module, which is followed by subsequent modules with other topics.

The following modules were offered in 2023:

- **Basic**, to provide the essential tools needed to correctly approach the world of financing by understanding the different types of products, reading and correctly interpreting interest rates when comparing offers, consumer rights, and the role of advertising.
- **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, CVs, self-branding to the job interview.

The instructors are employees who volunteer their time even outside of working hours (in 2023, 18% of the training hours provided) to help raise awareness among 17-19 year olds but also among older adults attending night schools, and indirectly to their families.

The effectiveness was demonstrated by the demand of schools to expand on the first module, registering for subsequent sessions. At the event in Naples, promoted by a consumer association, the high turnout showed that adults also have a high level of interest in this subject, which is why the project will be extended to other settings in 2024.

The **Talent Fairs** for the recruitment of young recent graduates at leading Italian universities, conducted with a view to pursuing talent and integrating young people with high potential into Agos.

For the fourth year running we renewed the **Project for Cross-Cutting Skills and Orientation (Work-Study) "WebGoodSchool Agos"**, which saw the participation of 15 students on-site and 14 remotely, with the collaboration of 22 employees as trainers and tutors, in order to promote community and youth outreach, inclusion, employer branding, innovability, and sustainability.

Ten training modules were offered, involving 450 hours for on-site students and 112 hours for online students (562 hours in total).

OFFICES INVOLVED	TOPICS
Human Resources	Contextualisation of the project within Agos's resource management strategy, welcome, presentation of the company (history, mission, products) and the Human Resources Department
Innovation Lab	Experimentation, research, engagement and innovation, Innovation Lab, Digital Identity project
HR Recruiting & People Engagement	Job orientation (CV preparation and interview management; jobs of yesterday, today and tomorrow; what you will do when you grow up, search engines, social reputation, personal branding)
Anti-fraud	Definition and types of fraud, tools used by Agos to fight them, fraud situation in Italy, useful tips to avoid them
IT	Courses of study and new specialisations in demand for IT jobs
Management Control	What it is and why it is done, who the controller is and how to become one
Business Trainers	The Direct Customer Network and personal lending, the world of branches (figures, roles and products)
SEO	How Agos produces value from a marketing perspective
Data Science	How Agos handles data and what it builds from the data
Legal Affairs & Sustainability	Sustainability at Agos

Supporting the communities in the area and the projects of the Sustainability Plan and D&I also involves the **participation of our employees in sport events related to social fundraising**.

In April the **Relay Marathon** was held: a non-competitive relay race divided into four legs with teams of four relay runners on the course with the aim of supporting charitable organisations and their social projects. The relay race is the beating heart of the Milano Marathon Charity Program, the fundraising project that allows all runners to run for a non-profit organisation of their choice, helping to raise funds for the solidarity projects of the approximately 100 participating associations.

At Agos we decided to join in order to run together once again, renewing our team spirit and sharing goals and challenges. Our support went to LILT (Italian League for the Fight against Cancer) and AGPD (Parents and People with Down Syndrome Association) for the Autonomy Club, a project aimed at teenagers of the association who want to gain the skills necessary for adult life.



Forty employees divided into 10 teams participated, of which five in support of LILT and five in support of AGPD, one of the latter teams consisting of Agos employees and a person with Down syndrome.

In June we took part in the **SuperLeague**, a multi-sports tournament organised by PlayMore!, a non-profit organisation that promotes sports and social activities open to all, with a special focus on people in frail conditions or who are immigrants. During the two-day tournament, with a mixed team consisting of our employees and people with disabilities from the non-profit organisations that PlayMore! collaborates with, we challenged other companies to basketball, beach volleyball and five-a-side football in the name of inclusion and fun.

In September, 28 employees participated alongside AGPD in the **Run for Inclusion**, a non-competitive 7.2 km race, a distance that symbolises a commitment to overcome all discrimination 7 days a week, 24 hours a day.

Our co-workers who have participated in these sporting events have told us that, compared to simple donations, these initiatives are more engaging and more inclusive, providing an opportunity to participate alongside the people of the associations we support.

**Donations and support for  
SAVE THE CHILDREN ITALIA ONLUS**

**[€40,000 - donation]**

Since 2022, together with other companies of the Crédit Agricole Group in Italy, we have participated in the three-year project "Digital Connections" led by Save the Children, CREMIT and the Cooperative EDI ONLUS, whose objective is to bridge digital educational poverty. Over the course of two years, secondary school students aged 12 to 14 produced digital communication products such as podcasts, storytelling encyclopaedias and social marketing on civic education topics. In 2023 nine employees joined this specific initiative as volunteers.

Furthermore, we also participated in the **Save the Children's Points of Light** initiative, high-density educational spaces located in the most disadvantaged neighbourhoods and suburbs of cities that aim to offer free training and educational opportunities to children and young people between the ages of 6 and 17. These are webinars or in-presence sessions lasting approximately one and a half hours on sustainability topics assigned by Save the Children such as biodiversity, decarbonisation and sustainable cities. The activities are organised by teams consisting of co-workers from the various companies of the Crédit Agricole Group in Italy.

**CORPORATE VOLUNTEERING activities**

As part of a Group project, seven co-workers were involved in the **Volunteers of Value initiatives of Legambiente**, in particular in Milan and Rome for social vegetable gardens and in Naples for beach clean-ups.





2) ADDITIONAL FINANCIAL SUPPORT FOR PRO BONO PROJECTS

Below are details of the social projects we have contributed to financially.

Scholarships - La Sapienza University Rome

[€9,000 - donation]

In continuation of our commitment to gender equality, we have earmarked three scholarships for women enrolled in the 2023 edition of the university master's degree in Data Intelligence and Decision Making Strategies, to support female students who aspire to undertake courses of study in the STEM area, typically overwhelmingly male, thus increasing the presence of women within the Information and Communication Technologies (ICT) sectors in Italy.

Scholarships - Bicocca University Milan

[€7,500 - donation]

In this case, support was given to three deserving female students to undertake studies in STEM fields.

Support for Green Cross

[€35,000 - donation]

We provided financial support to the energy transition of the Green Cross of Lucca for the installation of a photovoltaic system that reduced consumption expenses, freeing up funds for community support initiatives.

Support for the Italian Red Cross

[€20,000 - donation]

In response to the flooding in Emilia Romagna, a fundraising campaign open to all was launched with contributions from all companies in the Crédit Agricole Italia Group, which matched every euro raised by employees through the CrowdfunderLife platform.

At the same time, to show our closeness to the people impacted by the disaster, we offered paid leave to co-workers in the provinces of Forlì and Cesena (FC) and Ravenna (RA) who were willing to offer their help to the flooded areas.

Support for FAI

[€3,000 - donation]

We made a financial contribution to support the initiatives on the ground of the Fondo per l'Ambiente Italiano, committed since 1975 to defending and promoting the beauty of our country.

Support for StartupHER

[€18,000 - donation + €18,000 - invoice]

We are a partner and sponsor of StartupHER, the online startup call to promote women's digital entrepreneurship, focusing on technology and financial innovation. Up for grabs for the three winners is an individual incubation, coaching and mentoring course up to the launch of the start-up.

Contribution to the initiative  
SAVE THE OLIVE TREES

[€4,500 - donation]

We have officially adopted 100 olive trees in Tuscany, making a donation to support the work of the Save the Olive Trees volunteer organisation and the start-up Ager Oliva, a small business in Pistoia working to recover abandoned olive groves in Tuscany and contributing to the absorption of approximately 15 tonnes of extra carbon dioxide per year through the recovery of each abandoned hectare. The olive tree is considered among the most powerful absorbers of CO<sub>2</sub> and best represents our company's commitment to the ambitious goal of carbon neutrality by 2050.

The adoption of 100 olive trees will contribute to the absorption of 6 tonnes of CO<sub>2</sub> in a single year, a major achievement that fuels the desire and responsibility to get closer to the targets set.

In return, we received about 100 litres of extra virgin olive oil that were awarded to the most virtuous employees of the Agos for Good challenges.

PlayMore

[€3,000 - donation]

SuperLeague is a multi-sports tournament featuring the people of PlayMore! (people with disabilities, frailty or immigrant backgrounds) together with Agos employees to foster social cohesion and inclusion.

AGPD

[€3,000 - donation]

2023 Milano Relay Marathon + webinar on World Down Syndrome Day.

LILT

[€2,500 - donation]

Support for LILT initiatives through the Milano Relay Marathon.

[€13,420 - invoice]

- Webinar "Motivation to change: on the road to health".
- Survey, October 2023
- Webinar "Cancer prevention in everyday life".

Financial education in schools

[€8,540 - invoice]



GRI 205-1

Risks related to corruption

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

The mapping of significant corruption-related risks has been formalised in a regularly updated document aimed at identifying, analysing and classifying the risks deriving from exposure to attempted acts of corruption, focusing on the assessment of management, operational and support processes according to a risk-based approach.

The residual risks are described in their impacts (severity), their probability of occurrence (frequency), their potential aggravating factors, and any action plans prepared to mitigate their impact.

Risk mapping is done by the Compliance Function. If the risks are deemed significant and effective, specific action plans are implemented by the corporate structures that own the processes after sharing the findings.

The review of the document normally takes place annually, but an earlier update may be considered by the Anti-Corruption Officer, also at the Delegate’s suggestion, where there are reasons deemed worthy of an earlier analysis (e.g. business developments, the creation of new processes or their substantial transformation, or significant organisational changes resulting from extraordinary operations such as mergers/incorporations).



GRI 205-2

	BoD	Senior managers	Middle managers	Other employees	Manual workers
Number of people who received anti-corruption communications	0	28	566	1,401	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	0	16	48	0
Percentage of people who received training on anti-corruption	0.00%	0%	3%	3%	0.00%
Total employees per category	0	28	566	1,401	0

To prevent the offences specified in the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/2001 adopted by the Company, the prevention of and fight against corruption and internal fraud are governed by the procedure of the same name, which describes the anti-corruption programme put in place by the parent company and operationally applied in Agos, as well as the organisational and management controls aimed at preventing, detecting and managing internal fraud.

Every employee, in any company function and at any organisational level, must be aware of and comply with the contents of both the policy and the above-mentioned procedure.

Anti-corruption e-learning training is administered periodically to all employees, including new hires at the time of induction and within one month after hiring.

Furthermore, the Board of Directors is the recipient of the annual report of the Compliance Function, in which the subject of anti-corruption is also dealt with.

GRI 205-3

In 2023 there were no proven or alleged incidents of corruption.

Ø incidents  
of corruption  
2023

# Privacy and data security

GRI 3-3

Our operations require an extensive use of information technologies to support business and commercial relations with a large number of counterparties and customers. It is therefore essential to ensure a strict strategy for the prevention and management of any cyber attacks and/or the processing of personal data, which may on the one hand lead to the loss of the integrity, availability and confidentiality of data relating to the Company, employees, customers, partners, and suppliers, and on the other generate potential negative economic and reputational impacts.

Some time ago we defined and implemented a specific **Security Policy**, approved by the Board of Directors and including the main rules for the use of IT tools, which governs the oversight and management of information security in the Company.

The information security management system also makes use of a wide-ranging set of procedures, operating manuals, standards and guidelines that are kept constantly up to date and approved by General Management, which express the fundamental elements.

The governance of Security and Business Continuity is coordinated and reported within a dedicated **Security Committee**, which meets at least quarterly, with the participation of the Deputy General Manager for Transformation and Support and the Deputy General Manager and Director of Risks and Permanent Controls.

The periodic identification of the most relevant security issues takes into account the **external context** (i.e. the set of external elements that have an impact on our strategic, business and security objectives) and the **internal context** (i.e. the set of inputs deriving from the evolution of the Parent Company's context and strategy and the strategic and digital transformation we pursue).

The main initiatives of the **cyber risk management plans** include:

- The continuation of the evolution and expansion of the management scope of the company's Identity&Access Governance management tools.
- The evolution of the roadmap of compliance with Crédit Agricole Group's security policies.
- The evolution of control plans.
- The advanced Security Operation Centre (SOC) project.
- Compliance with the new DORA regulation.
- Obtaining ISO/IEC 27001 certification, an evolution of the third-party control model.

Similarly, in terms of data protection, we have defined a **procedural governance** (both local and Group-wide) that governs supervision, monitoring and surveillance, and that propagates from top management to all employees, contractors and suppliers, periodically identifying road maps of initiatives to protect and strengthen privacy regulations.





In the areas of both data protection and information security we provide **mandatory training modules** for employees and third parties we work with.

We periodically perform **risk analyses** related to information security, following best practices and industry standards (e.g. ISO/IEC 27001:2022) to verify current risk values and implement specific security measures:

- Periodic information security, business continuity and data processing control plan.
- Annual review of the Business Continuity Plan, in which the identified risk scenarios are tested.
- In accordance with the recommendations of the Bank of Italy concerning the management of climate and environmental risks, we supplemented our business continuity plans by including the management of specific scenarios such as an energy crisis.

To **monitor** the effectiveness of the actions undertaken, we use specific tools such as:

- Audits and periodic checks of management processes to ascertain their compliance with internal rules, regulations and policies.
- Assessment and verification of the impact of risks on each company asset.
- Indicators that allow us to calculate the effectiveness of the actions taken.
- Periodic tests on the scenarios listed in the Business Continuity Plan.
- Periodic Vulnerability Assessment and Penetration Testing to assess the vulnerabilities of the computer system, maintaining a high level of protection for corporate data.
- Opening of compliance gaps in the event of non-compliance with data protection regulations with consequent monitoring of the action plans.
- Management of any remedial plan following Data Protection Impact Assessments.

- Risk assessment of specific processes such as the SPID process or cookie policies.

As far as **security indicators** are concerned, we adopt a specific, multi-layered control plan in accordance with the parent company's directives. This set of indicators includes control objectives on: *Information Systems Security (ISS) Governance; ISS Communication; Awareness&Training; Management of Informational Assets; Access Management; User Environment; IT Operations; Networking and Telecommunication; Project Lifecycle; Security Incidents and log handling; Intrusion testing and vulnerability scans and Security of On Line services; Control of the respect of response times during the exercise of rights; Control of the personal data breach management system; Control of response times when exercising rights and the completeness of the processing register (GDPR); Control of data protection employee training; Personal Data Protection Compliance; Control of the presence of the GDPR clause in all newly signed outsourcing contracts.*

In order to constantly verify the effectiveness of the measures taken, each check in the aforementioned control plan gives rise to certain verification points – quarterly/semi-annual and/or annual – the evaluation of which is performed by applying a specific value to each of them and using defined calculation factors.

The formalisation of the **Incident Management process** used to manage the life cycle of incidents and the Risk Management process, used to analyse the risk factors our company is subject to and to limit their impacts, allows us to incorporate the lessons learnt into our policies and operating procedures through the use of specific tools, such as the implementation of corrective actions (actions taken by the company to resolve causes of non-compliance/risks), the execution of periodic follow-up activities and the implementation of testing

related to the risk scenarios identified and listed, always in accordance with the Parent Company's methodologies.

The overall governance of Security and Business Continuity within the Security Committee (through constant alignment with the Parent Company's structures) ensures the highest commitment to security and business continuity management in the company and the implementation of an approach aimed at continuous improvement of management activities.

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 us 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.

	Value
Verified complaints received from external parties and confirmed by the organisation	0
Verified complaints received from regulatory bodies	0
Total	0
Total number of customer data leaks, thefts or losses	162

In 2023 the Legal, Complaints and Privacy Department received no complaints regarding the loss of data or information.

# Methodological Note and reporting criteria

The Agos ESG Report aims to transparently communicate the Company's sustainability approach and its ESG performance. In preparing the document, the company's operations included in the reporting perimeter of the Agos Group headquartered in Italy were considered.

This document is an important milestone, being the first report prepared on a voluntary basis. This allowed Agos to communicate the results obtained from the identification of material topics, while at the same time identifying areas for improvement to continue forward with renewed commitment and enthusiasm.

The Agos ESG Report was prepared in compliance with the "Global Reporting Initiative Sustainability Reporting Standards" defined by the Global Reporting Initiative (GRI), which defines the reporting methodology aimed at preparing sustainability reports. More specifically, 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".

The information contained in this ESG Report is aimed at increasing the understanding of the company's operations, its performance, its results and the impact it has had on the environment and the effects of its operations on employment and the local region.

The reporting period considers the fiscal year from 1 January 2023 to 31 December 2023 as the time interval.

Agos set up an internal working group representing the main company functions in order to collect, aggregate and validate the required information and archive the supporting documentation in order to ensure its traceability.

To simplify the data collection and validation process, we decided to equip ourselves with an agile, flexible application called ESGeo, a cloud platform for GRI Standard-certified sustainability reporting. This will allow us to update the data on a continual basis. The reporting process is divided into the following significant stages:

- Identification of material topics
- Definition of the document's contents (indicators, information and scope)
- Start of the process of collecting and consolidating non-financial data and information through the ESGeo platform
- Analysis of the Report and its score by Cerved Group S.p.A.

For the calculation of greenhouse gas emissions, only CO<sub>2</sub> emissions were considered. CO<sub>2</sub> 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 CO<sub>2</sub> are communicated by CAPFM together with the global carbon footprint calculation to all entities and are provided by the French Agency for Ecological Transaction (ADEME). The company that did the CO<sub>2</sub> calculation and factor update in 2023 is BL Evolution. These factors are updated periodically on the basis of methodological advances. There is therefore a global alignment of the group so that calculations and data are comparable, to plan and monitor carbon footprint trends.

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. 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).

There are no differences between the sites included in the ESG Report and those in the Consolidated Financial Statements.

GRI 2-3, 2-4, 2-5

The Report considers the period between 1 January and 31 December 2023.

The period of reference of the ESG Report is aligned with that of the Financial Statements.

The limited assurance of the ESG Report was entrusted to Mazars Italia S.p.A., the same company that deals with the statutory audit of the Financial Statements.

The Report was published in September 2024. For queries regarding the Report and its contents, send an email to:

[BB-CORPORATE.ESG@agos.it](mailto:BB-CORPORATE.ESG@agos.it)

more than 50  
people involved  
in the drafting of the ESG Report

more than 10  
months of work



# GRI Content Index

Declaration of use:	Agos Ducato S.p.A. reports " <i>in accordance with GRI Standards</i> " for the period from 1 January 2023 to 31 December 2023
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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Indicators	GRI description	Page	Notes / Omissions
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Indicators	GRI description	Page	Notes / Omissions
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For clarifications and suggestions related  
to the ESG Report and Agos's relationship  
with sustainability please write to us at



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