

SUSTAINABILITY  
REPORT

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# 2020

SUSTAINABILITY  
REPORT



Contents: Non-Financial Report of Crédito Agrícola Group and Caixa Central

Scope: The Report covers the activities carried out by the member entities of the Crédito Agrícola Group and Caixa Central.

The CA Group consists of Caixas de Crédito Agrícola Mútuo, Caixa Central, FENACAM, CA Seguros, CA Gest, CA Vida, CA Capital, CA Imóveis, CA Informática and CA Serviços.

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For the Crédito Agrícola Group, sustainability means promoting the sustainable development of local communities through financial products that support Customers in reducing their environmental and social impact and identifying new business opportunities that are greener, more circular and more respectful of human dignity.





# INDEX

<b>MESSAGE FROM CEO .....</b>	<b>5</b>
<b>1. INTERNATIONAL AND NATIONAL CONTEXT .....</b>	<b>7</b>
<b>2. IMPACTS, RISKS AND OPPORTUNITIES .....</b>	<b>9</b>
2.1 FINANCIAL IMPACTS OF CLIMATE RISKS .....	10
2.2 OPPORTUNITIES ARISING FROM TACKLING CLIMATE CHANGE .....	13
2.3 ENVIRONMENTAL, SOCIAL AND GOVERNANCE RISK MANAGEMENT .....	13
<b>3. GROUP SUSTAINABILITY POLICY .....</b>	<b>15</b>
3.1 THE PRIORITY SUSTAINABLE DEVELOPMENT GOALS .....	15
3.2 THE MAIN STAKEHOLDERS .....	16
3.3 COMMITTEES .....	17
3.4 SUMMARY OF THE CRÉDITO AGRÍCOLA GROUP'S APPROACH TO SUSTAINABILITY ..	18
<b>4. COMMITMENTS TO OUR PARTNER .....</b>	<b>20</b>
<b>5. CRÉDITO AGRÍCOLA GROUP .....</b>	<b>22</b>
5.1 GENERATED ECONOMIC VALUE .....	22
5.2 INVESTMENT IN COMMUNITIES .....	26
5.3 CUSTOMER RELATIONS.....	30
5.4 THE IMPORTANCE OF OUR SUPPLIERS.....	33
5.5 OUR STAFF .....	34
5.6 OUR ENVIRONMENTAL IMPACT .....	43
<b>6. CAIXA CENTRAL .....</b>	<b>49</b>
6.1 GENERATED ECONOMIC VALUE .....	49
6.2 INVESTMENT IN COMMUNITIES .....	50
6.3 CUSTOMER RELATIONS.....	51
6.4 THE IMPORTANCE OF OUR SUPPLIERS.....	53
6.5 OUR STAFF .....	54
<b>7. ANNEXES.....</b>	<b>64</b>







## Message from CEO

*The year 2020 was marked by the COVID 19 pandemic, which challenged our habits, made us reflect on the future, on whether we can overcome this situation and what solutions to find for this new challenge.*

*It was a very difficult year for many families, who lost their jobs, saw their incomes shrink, felt uncertainty in the short term, lost friends and relatives. This has created a real insecurity towards the future.*

*A year in which Governments and Banks came together to help families and companies, as had never been done before. Whatever seemed impossible in 2019 became the only solution in 2020. The financial assistance granted to families with moratoria as well as public vs. private credit facilities to support companies in the scenario of COVID were some of the solutions found to minimise the negative impacts that the pandemic brought to the national economy and worldwide, based on the supply of goods and services.*

*In this context, which is truly indicative of the need to switch to an economic model that respects resources and the necessary ecosystem of the planet, so that we can have a more balanced economic system, the Crédito Agrícola Group has publicly undertaken its commitment to Sustainability.*

*With all the difficulties associated with turning working tools and habits into a virtual and remote workspace and experience, the year 2020 marked our visible focus on Sustainability. We defined and published our Sustainability Policy, identified our priority Sustainable Development Goals, created 7 working groups to implement a demanding sustainability action plan. In 2020, we began work on surveys to assign an Environmental & Social rating to all our corporate customers. We also started an internal innovation process to develop green financial products, some already available today, whilst others will be available during 2021 and 2022. It is an evolutionary process to create financial products that promote the green and circular economy.*

*We also partnered with “Planetiers”, an international event dedicated to Sustainability issues and which, despite having a different format, managed to have F2F vs. online conferences and workshops that involved thousands of people across the world. The Crédito Agrícola Group chose to start its communication process by supporting this innovative event.*

*Our ambition is be recognised as a leading financial group in sustainability in the national market. Hence, it is necessary to strengthen our action as an inclusive, sustainable, innovative, ecological, responsible, friendly and trustworthy financial institution. All in all, we would like to be recognised by our customers, individuals and companies, as partners in their aspirations and businesses, who encourage our individual customers to be agents of transformation for the future. In addition to helping our corporate customers to be better prepared for the regulatory and market challenges related to sustainability that will be felt by everyone in 2021, in order to strengthen their competitiveness and differential.*





*Fighting climate change, environmental damage and social inequality are obligations of the Group. Following the concept of sustainability, as today's actions will surely have an impact on the future.*

*Thus, we have clearly and transparently identified in this report the negative and positive impacts stemming from our activity as project financiers. We have also chosen to publish a report that is inspired by the guidelines of the Global Reporting Initiative and its "core" option, which is evidenced by the indicators that we are able to report on today.*

*We know that being a sustainable financial institution is both an internal and external challenge. It implies changing the internal culture, understanding the expectations of future generations, having an open mind to embrace changes, which are difficult, but which have such a positive impact on the planet's overall balance. It is indeed an external challenge, since*

*our customers must also embrace this change and understand what is best for everyone. I hope that this report will meet the expectations of all those who work in the Group, our Customers and Partners, and that they will see Crédito Agrícola as an organization that contributes to the sustainable transformation of the financial sector towards a much healthier world.*

Licínio Pina  
CEO - Crédito Agrícola Group

CEO's Statement on Sustainability: <https://youtu.be/QQ-050AS3ek>





## 1. International and National Context

Sustainability in the financial sector has gained increasing prominence in the international, European and national agenda. The year 2020 was marked by the publication of Regulation (EU) 2019/2088 in the Official Journal (OJ) of the European Union, which defines what environmentally sustainable activities are and that will bring a new approach to financing to the entire financial system.

Rating a project as being an environmentally sustainable activity is complex, and, in the Group, we have been working on the process to establish this classification. It is important to bear in mind that to be considered environmentally sustainable, hence aligned with the European Green Deal, an activity must:

- 1) Contribute substantially to one or more of the following six environmental objectives;
  - i. Mitigating climate change
  - ii. Adaptation to climate change
  - iii. Use and protection of marine resources
  - iv. Transition towards the circular economy, waste reduction and recycling
  - v. Pollution prevention and control
  - vi. Protection of sustainable healthy ecosystems
- 2) Not to cause significant damage to any of the objectives;
- 3) Comply with minimum social criteria (e.g. OECD Guidelines on Multinational Enterprises and the UN Guiding Principles on Business and Human Rights);
- 4) Comply with the technical criteria defined in the taxonomy.

These are sensible definitions from a scientific point of view, but from an operational viewpoint, they are still difficult to implement, especially when we analyse the technical criteria that were proposed and disclosed in 2020, whose respective approval in delegated acts, only happened on April 21, 2021.

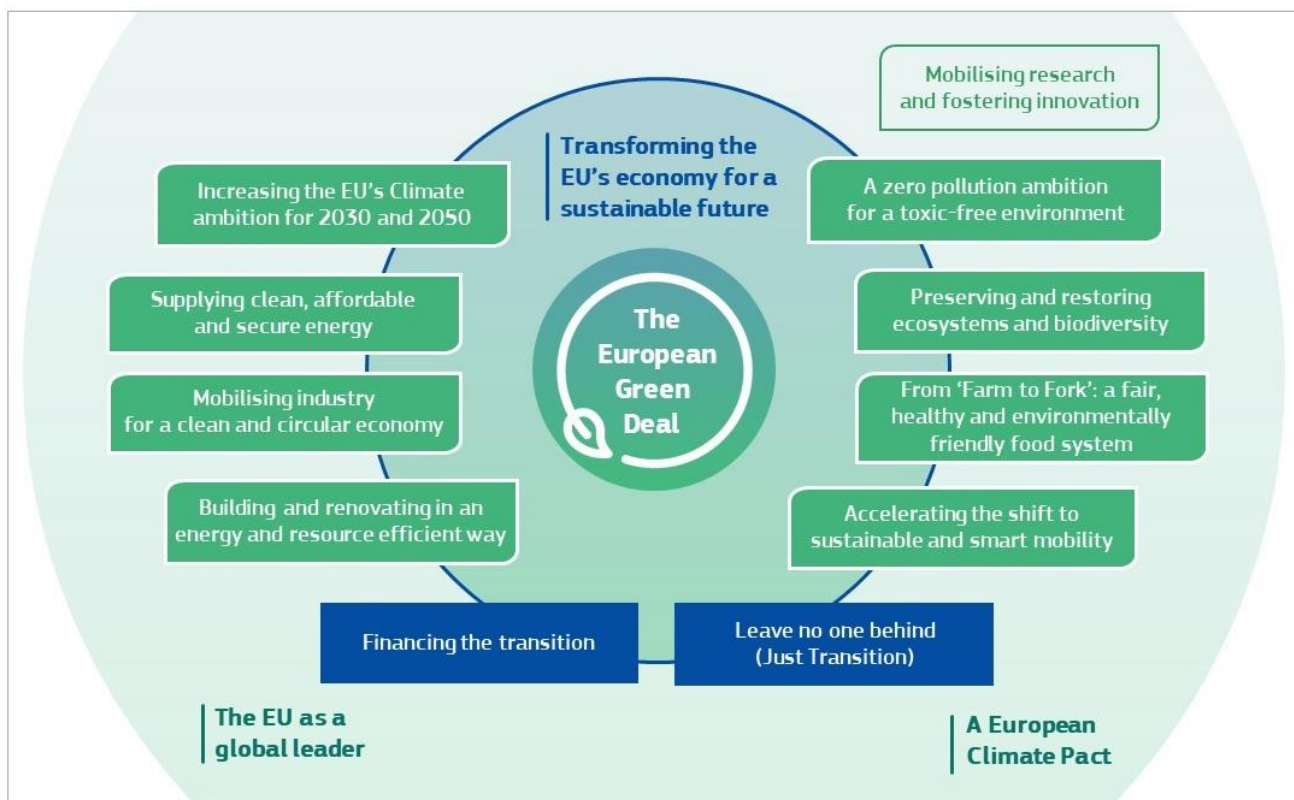
However, we recognise the importance of adjusting our risk assessment to these requirements and we are working toward such a goal.

With this regulation, it became clear that the financial sector is being called upon to support the European growth plan defined by the European Green Deal launched in March 2020. Thus, the European Green Deal is a vision of Europe as the first continent to commit to achieving carbon neutrality by 2050, through several action plans that include clean energy, energy efficiency, sustainable mobility, circular economy, healthy and sustainable food, renovation of buildings, etc. This will transform the EU economy into a green, circular and inclusive economy, where job creation and well-being are associated with the pursuit of economic activities that increasingly reduce their negative environmental impact.





## The European Green Deal:



Source: European Commission, 14.1.2020, European Green Deal Investment Plan

In order to support the changes that several countries have to make to reach this level of development, the European Commission has also identified various funding sources, namely the Sustainable Europe Investment Plan (SEIP) where a commitment has been made to mobilise at least EUR 1 billion over the next decade.

The private financial sector should also commit itself to this effort to change so that it can spot opportunities for new investments and reduce the environmental and climate liabilities we have in our portfolio. The path that Crédito Agrícola Group has chosen to pursue.







## 2. Impacts, Risks and Opportunities

The Crédito Agrícola Group's activity has a number of significant indirect economic impacts stemming from the loans it grants, many of them aimed at projects and companies that contribute to the environmental, social and economic well-being of local economies, such as sectors promoting health, education, access to housing, renewable energies, energy efficiency and greener buildings. We also grant loans to NGOs, SMEs and micro-enterprises including those based in economically disadvantaged regions, as well as projects related to sustainable forest management and sustainable agriculture. These loans create jobs and economic activity and contribute to the environmental and social improvement of the regions.

However, the Group recognises that its business also generates a number of negative environmental and social impacts, which should be minimised or avoided whenever possible. As financial intermediaries, we are aware that the real ESG impacts are associated with the investments we make, the financing we approve, the purchases we make and, finally, our daily fleet and building management practices.

Our activity generates a number of negative impacts, such as:

- Environmental impacts, mainly CO<sub>2</sub> emissions, resulting from the loans we grant, the companies in which we invest, the energy consumption of our buildings and the fuel consumption of the vehicles at the Group's service;
- Social impacts associated with labour practices implemented by our suppliers, customers and the companies in which we invest; and
- Impacts arising from the governance practices of our suppliers, customers and the companies in which we invest.

Thus, the environmental impacts we generate contribute to climate change and loss of biodiversity that is so widespread on the planet. In addition, less worthy social practices that we still finance, though not consciously, are a drawback to the dignity of human beings as well as the existence of dubious governance practices by some companies that we still finance. This contributes to a culture of non-transparency and lack of ethics. Our duty is to prevent these situations from happening repeatedly. Hence, we must contribute to: (i) the preservation of ecosystems, (ii) reducing waste generation, (iii) reducing the impact of climate change, and (iv) tackling social inequality. We have also undertaken to ensure respect for workers' rights, gender equality and the principle of respect for conciliation between professional, personal and family life of employees prevails in our decision-making process. Finally, in carrying out our business, the Group is committed to respecting human rights and fighting corruption and all attempts at bribery.





## 2.1 FINANCIAL IMPACTS OF CLIMATE RISKS

Climate risks have been recognised as financial risks, and the Group has included these risks in its management model. Following the FCT - TCFD nomenclature, we identify below the various risks the Group is subject to, as well as some of the consequences that we can identify in the meantime, and the respective financial impacts.

This assessment allows us to incorporate environmental risk in the model of rating companies, advise companies to develop anticipation measures so that we can adapt to the climate, legal, technological and market changes that will occur in the near future. This also includes collecting non-financial information from our corporate Customers that will be crucial for managing the Group's exposure to environmental and climate risks in particular.

Physical Risks	Consequences for Crédito Agrícola Group	Potential financial impacts
<p>Severe</p> <ul style="list-style-type: none"> <li>Increased severity of extreme weather events such as cyclones, droughts and floods</li> </ul> <p>Chronic</p> <ul style="list-style-type: none"> <li>Changes in rainfall patterns and extreme variation in weather patterns</li> <li>Average temperature increase</li> <li>Rising sea levels</li> </ul>	<ul style="list-style-type: none"> <li>Our facilities may be impacted by weather events and there may be physical damage, with additional investment required</li> <li>The Group's customers may see their yields fall or change, particularly the agricultural sector where the Bank has a large exposure; customers' operating costs may increase due to potential physical damage; additional costs for uninsured losses, all of which may lead to an increase in the likelihood of customers defaulting on their obligations to the Bank</li> <li>Possibility of insurance being denied to properties in very high risk areas</li> </ul>	<ul style="list-style-type: none"> <li>Need for investment in the infrastructure of the buildings where the Group operates</li> <li>Increase in non-performing loans by companies and households</li> <li>Need for renegotiation of corporate loans</li> <li>Physical assets with lower market valuations</li> <li>Need to raise more capital</li> <li>Greater difficulty in granting credit to companies that may be more exposed to these risks</li> </ul>





Political and Legal Risks	Consequences for Crédito Agrícola Group	Potential financial impacts
<ul style="list-style-type: none"> <li>• Increase in the price per tonne of CO2 emitted</li> <li>• Greater demands on reporting non-financial information</li> <li>• More regulatory as well as other demands in terms of the products and services sold and value chain aspects</li> </ul>	<ul style="list-style-type: none"> <li>• Need to request ESG information from Customers, large companies, SMEs, Micro enterprises and sole proprietors</li> <li>• Need to report non-financial information on Customers</li> <li>• Customers may see their operating costs rise due to increased insurance premiums; increased water and energy prices; a potential tax on CO2 emissions from their activities; increased fines; the need to report non-financial information</li> <li>• customers may need to raise funds to make investments that promote energy efficiency and reduce</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in IT systems that allow for a more fluid integration and reporting of non-financial information</li> <li>• Investment in human and technological capital to be able to identify environmental, social and governance risks of Corporate customers that may be impacted by these political and legal risks</li> <li>• Greater difficulty for customers to meet their commitments to the Bank, due to increased operating costs. Potential need for renegotiations. Ultimately, may lead to increased defaults on corporate loans</li> <li>• Greater difficulty in granting credit to</li> </ul>
Technological Risks	Consequences for Crédito Agrícola Group	Potential financial impacts
<ul style="list-style-type: none"> <li>• Erroneous investments in outdated technology regarding our needs in the near future</li> <li>• Transition costs for the use of more efficient technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Customers may see rapid devaluation of assets in the face of new technologies that may suddenly enter the market; have to invest in R&amp;D to keep up with the market in developing technologies or processes; have additional costs for adopting and/or discontinuing the use of new/obsolete technologies.</li> </ul>	<ul style="list-style-type: none"> <li>• The economic value of our Customers may decrease, as some assets may be severely devalued</li> <li>• Customers may go out of business, and may not be able to meet their financial obligations to the Bank</li> <li>• They may need investment to invest in new production lines and new technologies</li> <li>• Greater difficulty in granting credit to companies that may be more exposed to these risks</li> </ul>





Market Risks	Consequences for Crédito Agrícola Group	Potential financial impacts
<ul style="list-style-type: none"> <li>• Changing consumer preferences</li> <li>• Uncertainty in market signals</li> <li>• Rising raw material prices</li> </ul>	<ul style="list-style-type: none"> <li>• Customers may choose another bank if CA Group does not meet their preferences</li> <li>• Customers may see their sales drop due to changes in their Customers' preferences</li> <li>• Raw material prices can increase and so can production costs</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in individual and corporate customers</li> <li>• Increased risk of non-performing loans from the corporate sector</li> <li>• Greater difficulty in granting credit to companies that may be more exposed to these risks</li> </ul>
Reputation Risks	Consequences for Crédito Agrícola Group	Potential financial impacts
<ul style="list-style-type: none"> <li>• Changing consumer preferences</li> <li>• Sector stigmatisation</li> <li>• Increased stakeholder concern or negative perception</li> </ul>	<ul style="list-style-type: none"> <li>• Need to change its financial culture to be more aligned with consumer preferences</li> <li>• Difficulty in recruiting and retaining new talent within the Group</li> <li>• Customers may see their sales drop if they belong to sectors that have a negative perception by society.</li> </ul>	<ul style="list-style-type: none"> <li>• Losing Customers</li> <li>• Drawbacks on innovation and resilience</li> <li>• Greater difficulty in granting credit to companies that may be more exposed to these risks</li> </ul>





## 2.2 OPPORTUNITIES ARISING FROM TACKLING CLIMATE CHANGE

Tackling climate change, which contributes to reducing climate and environmental risk, can bring about opportunities for various companies and the financial sector as a whole. The global pressure for countries to achieve carbon neutrality, in Europe, the US, Japan and Portugal by 2050, implies a great need for investment in green technology, green infrastructure and innovation. This investment will be greatly supported by EU funds. However, the private sector and financial sector should identify and finance projects and companies that are making efforts to reduce their carbon emissions and overall environmental impact.

Therefore, we recognise that investments in projects and companies that promote the circular economy, energy efficiency, renewable energy, sustainable agriculture, waste management and ecosystem services are opportunities that the Group wants to have in its investment portfolio. Hence, we are committed to creating financial products and services that contribute to economic prosperity, reducing the negative impacts arising from existing practices, towards a green and circular economy. Some of these products, with environmental and social features, can already be found on our website. Our ambition is to transform our financial product portfolio so that it is fully aligned with carbon neutrality and sustainability. The Group is currently assessing a date to move forward with this commitment.

## 2.3 ENVIRONMENTAL, SOCIAL AND GOVERNANCE RISK MANAGEMENT

Whilst recognising that Environmental, Social and Governance risks are relevant to the Group, we devised our Sustainability Policy in 2020 (which will be described in the following chapter), and we have since changed our investment policies, risk analysis and financial product creation.

Regarding the banking sector, surveys were designed during 2020 and will gradually be applied to corporate Customers in 2021, in order to obtain the information required to assign an environmental and social rating per Customer and understand how their projects fit into the European Taxonomy. Over time, each company and project will also have an Environmental & Social rating that will be assigned by the CA team, based on the environmental, social and governance practices of our corporate Customers and their projects.

As for CA Gest and CA Vida-related investments, we carried out a preliminary ESG analysis of the portfolios under management of Collective Investment Schemes in 2020. Furthermore, a preliminary ESG analysis of the Discretionary Management portfolios that they manage; a generic identification of portfolio companies with the largest carbon footprint; and we began identifying potential ESG rating partners that may be used in the selection of companies that make up our portfolios.

CA Capital also changed its investment policy in 2020, and a new policy was approved in 2021, which now includes its willingness to invest in projects that contribute to a circular and green economy.



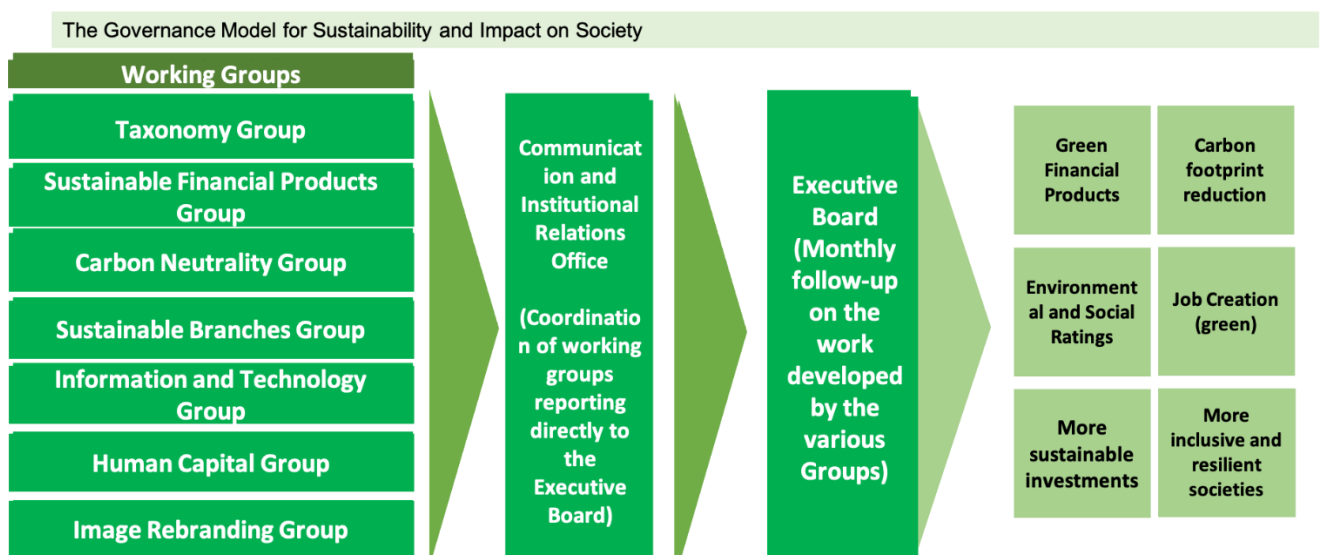




We also managed to calculate the carbon footprint of all CCAMs, Caixa Central buildings, CA Serviços/CA Informática building, FENACAM, CA Seguros, CA Vida and CA Gest for the years 2018, 2019 and 2020. We have also set up a system to collect the information necessary to perform these calculations. Additionally, we created a sustainable practices manual that should be used when a new branch is built or refurbished.

All this has been developed through various working groups that constitute the "lifeblood" behind the implementation of the sustainability plan that will put into practice our ambitious Group's sustainability policy.

### Crédito Agrícola Group's Sustainability Management Model



Every month, the Communication and Institutional Relations Office reports directly to the Executive Board on the progress of the work, thus monitoring the work that is carried out. The assessment of our sustainability management system is being developed in 2021, and we hope that we will be able to present an assessment model that incorporates environmental, social and governance issues by 2022.



### 3. Group Sustainability Policy

This Sustainability Policy applies to the entire Group and to financial, protection and investment services that are developed within the Group, as well as in all the activities where the Group is involved. The Board of Directors of Caixa Central, Boards of Caixas Associadas, the Boards of the Group's companies, FENACAM and all Employees, as well as all other persons who act on behalf of the Group, are responsible for ensuring compliance with this Policy in the performance of their activities.

#### 3.1 THE PRIORITY SUSTAINABLE DEVELOPMENT GOALS

As aforementioned, the Group develops activities that can contribute positively and negatively to several Sustainable Development Goals (SDGs). After analysing the Group's value chain and the potential impact on the financial business where it operates, the Group identified five priority SDGs, which constitute the strategic axes of our Sustainability Policy. This identification was the result of the strategic reflection of an in-house working group, in which Caixa Central's Board of Directors and senior management participated, as the basis for the Group's sustainability policy. The five SDGs comprise material themes, which the Group considered to be the most relevant to its activity. Only the Group's internal stakeholders were involved in the identification process.

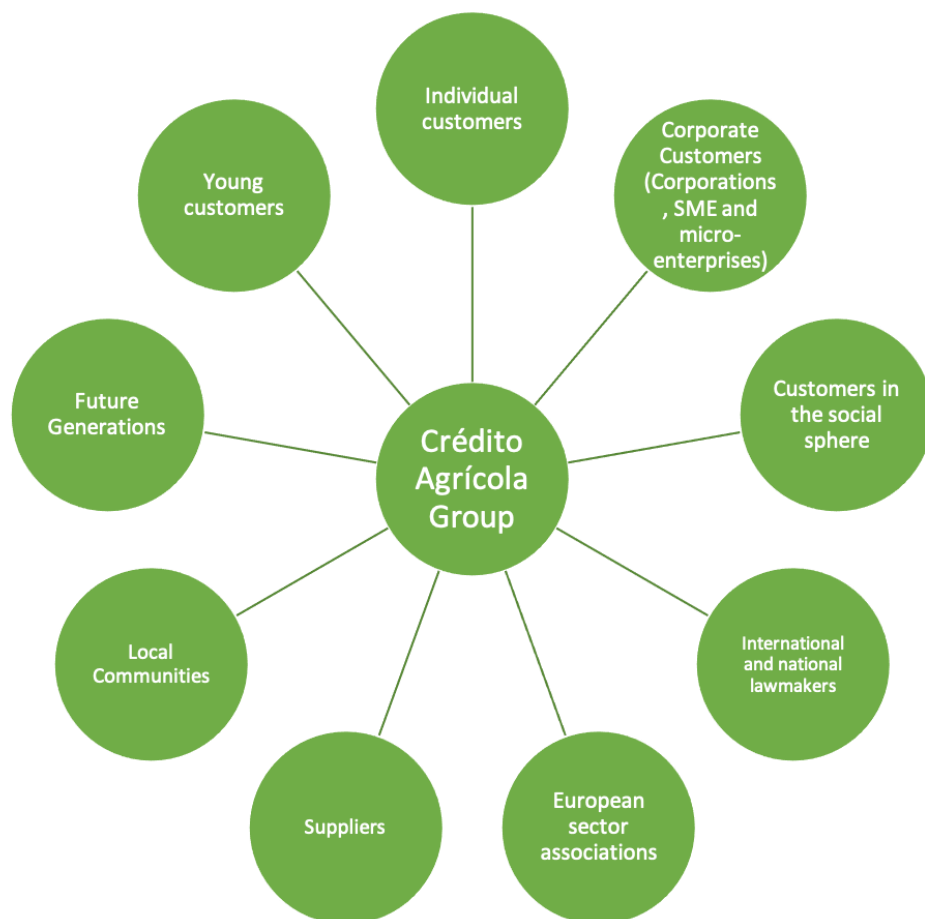
**The five Priority Development Goals for Crédito Agrícola Group**





## 3.2 THE MAIN STAKEHOLDERS

The following main stakeholders were identified in the analysis of the Group's value chain:



The Group interacts with all these stakeholders in an organic manner, and is aware that there is a need for closer ties with the European Associations in the sector, for systematic measurement of the impact of our engagement with local communities, and for more structured interaction with stakeholders. To this end, we plan to create an external monitoring group with stakeholders outside the Group who can represent society in 2021. This group will be able to express their expectations regarding the sustainability activities that the Group should carry out. It is also important for Crédito Agrícola to expose the drawbacks and negatives felt throughout the process, so that potential solutions can be sought out.





### 3.3 COMMITTEMENTS

With the main stakeholders in mind, the sustainability policy expresses a number of commitments that the Group undertakes to achieve. These commitments are:

- Integrate the issue of Sustainability as part of the Group's fiduciary duties;
- Avoid contributing to or causing adverse social and environmental impacts;
- Integrate material sustainability criteria in all activity areas and across the Group;
- Integrate environmental, social and governance criteria in financing and investment analysis;
- Create financial products and services that contribute:
  - To economic prosperity, so that the environmental and social components are actually incorporated into the project feasibility assessment;
  - To reduce negative impacts arising from existing practices;
  - Towards a green and circular economy.
- Create or use methodologies that allow measuring the environmental and social impact of the Group's loans and investments;
- Inform, in a simple, clear and inclusive manner, about how environmental, social and governance issues are incorporated into the financial products and services provided;
- Train and instruct all Employees on sustainability and the importance of financial products that contribute thereto;
- Include objectives associated with the Sustainability Policy in individual and department key performance indicators;
- Provide Customers with information and knowledge so that they may adopt consumption practices with less environmental impact;
- Encourage, support and empower the business sector to implement sustainable management practices and introduce the challenges of the SDGs in their innovation and development processes of new products and services;
- Channel venture capital activity into products and services that constitute solutions that promote SDGs;
- Continue to support the Primary sector, which is critical for promoting regional development and combating land desertification, by making Crédito Agrícola the sector's main partner towards more sustainable practices;
- Offer support to disadvantaged communities;
- Be an active voice in promoting sustainability practices together with civil society, the business sector, the State and supranational organisations;
- Foster awareness of sustainability issues amongst Employees, Customers and civil society;
- Sever ties with Customers and Partners that do not comply with the Group's Sustainability Policy;

Define a list of sectors and activities for which the Group will not provide financial services.





### Charters signed by the Group addressing the theme of Sustainability:

- "Letter of Commitment to Sustainable Financing in Portugal";
- "Corporate Mobility Pact (CMP) for the City of Lisbon";
- "Lisbon European Green Capital 2020";
- "BCSD Portugal's Charter of Principles";
- Act4Nature commitment to biodiversity;

Sustainable Financing Working Groups which the Group belongs to:

- Technical Reflection Group of the Ministry of Environment and Energy Transition;
- APB - Portuguese Banking Association working group;
- BCSD Portugal's financial sustainability working group;
- Financial sustainability working group of the European Association for Co-operative Banks (EACB);

Member of the European Association for Co-operative Banks (EACB).

## 3.4 SUMMARY OF THE CRÉDITO AGRÍCOLA GROUP'S APPROACH TO SUSTAINABILITY

**Vision:** "Becoming a leading Corporation in terms of inclusion, sustainability and innovation, maintaining its recognition as the Financial Group trusted by the Portuguese".

**Mission:** "Contributing to the economic and social progress of the regions, with banking practices and services that encourage proximity, purpose and sustainability".

Sustainability Principles:

- Alignment of the decision-making process, in all Group areas with: the Paris Agreement, the UN Sustainable Development Objectives as well as relevant national and European policies on these matters;
- Inclusion of Sustainable Development Goals in the innovation process and existing financial products;
- Data transparency regarding the destination and impact of loans and investments made by the Group;
- Information and advice to Customers and other Partners about the importance of protecting natural resources and the urgency of tackling climate change;
- Compliance with legal requirements.



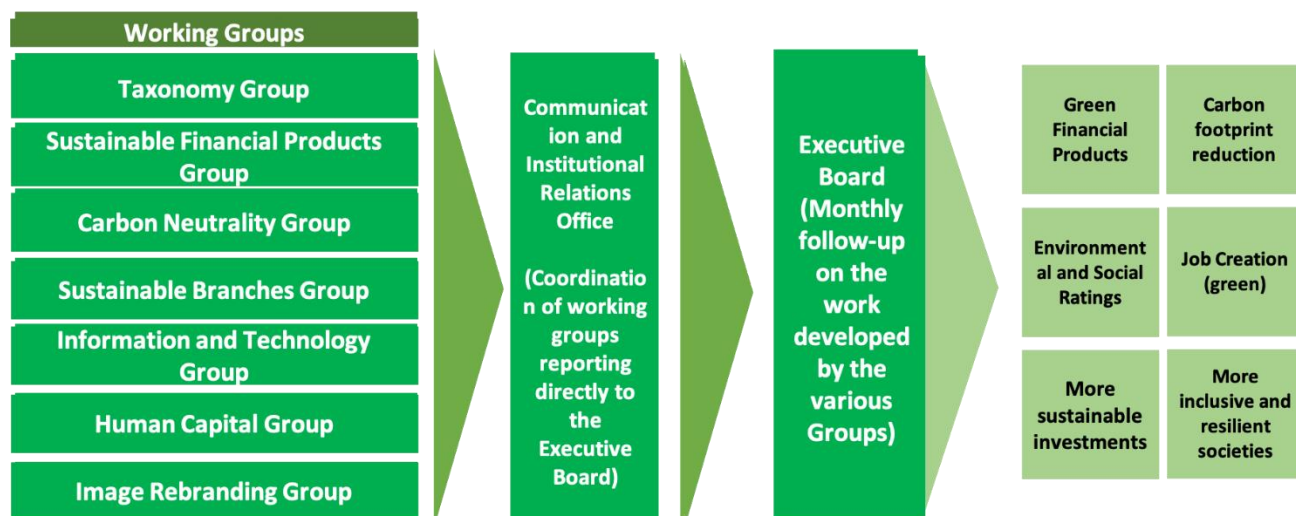




## Priority SDGs and the Actions of the Sustainability Action Plan

	8 TRABALHO DECENTE E CRESCIMENTO ECONÔMICO	10 IGUALDADES ECONÔMICAS	11 CIDADES E COMUNITADES SUSTENTÁVEIS	12 PRODUTOS E CONSUMO SUSTENTÁVEIS	13 AÇÃO CLIMÁTICA
Incorporação da Taxonomia Europeia					
Reformulação do portfólio de produtos e serviços					
Capacitação da rede física e digital					
Revisão da Política de Investimento do Grupo					
Governance Estratégia e Controlo do Plano de Sustentabilidade					
Transformação da cultura interna e promoção do talento e da diversidade					
Alterações dos níveis e tipologias de consumo das Organizações					
Adaptação Tecnológica e informacional					
Reposicionamento da imagem, marca e comunicação					

## The Governance Model for Sustainability and Impact on Society





## 4. Commitments to our Partner

The Crédito Agrícola Group is aware that the challenges ahead are massive. Hence, it is necessary to work together with other entities. Sustainable development can only be achieved if we all work in the same direction. This is why the Group has joined several organisations with common goals, amongst other reasons. In this sense, the Group is a signatory of several charters and commitments in line with its sustainability principles.



### Biodiversity - Act4nature Portugal

The protection of ecosystems is at the very heart of the Crédito Agrícola Group, so it was easy to join this initiative, which aims to bring companies together towards the protection and restoration of biodiversity and ecosystem services. In addition to subscribing to 10 common commitments, the Group proposed a number of individual commitments to help increase the scope of preservation of biodiversity.



### Climate Action - Lisbon Green Capital Commitment

The Crédito Agrícola Group has undertaken to:

- Procure certified sustainable materials and products, and, whenever possible, of local origin;
- Increase its waste recycling rate by 50% in 2030, compared to 2020.





### Sustainable management - BCSD Portugal's Charter of Principles

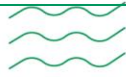
In line with the principles of sustainable management, the Crédito Agrícola Group has subscribed to the BCSD Portugal's Charter of Principles, which sets forth the guidelines for good corporate management. With this document, the Group adopts the fundamental principles of sustainability. We also expect that these principles will be extended to our value chain and other partners.

### Sustainable mobility - Corporate Mobility Pact for the City of Lisbon

The Crédito Agrícola Group has undertaken to:

- Increase the promotion of electric cars in private and operational fleets;
- Increase the number of chargers in the parking lots of its facilities;
- Provide information within its facilities about the scheduled / actual time of public transport (e.g. next bus, train, boat);
- Ensure available space and encourage online meetings.





### Sustainable Financing - Letter of Commitment to Sustainable Financing in Portugal

The Crédito Agrícola Group has undertaken to:

- Address the matter for discussion by its Board of Directors;
- Promote training in sustainable financing, focusing on credit risk rating, financial products and commercial area;
- Monitor the review criteria for Leading SMEs and SME Excellence;
- Promote the gradual integration of environmental, social and governance criteria in financing and investment analysis;
- Continue to participate in the Reflection Group for Sustainable Financing coordinated by the Ministry of Environment and Climate Action.

## 5. Crédito Agrícola Group

### 5.1 GENERATED ECONOMIC VALUE

The Crédito Agrícola Group, as a cooperative financial group, is based on a social purpose and the development of local communities, with a special focus on people, be them customers, employees or partners. The generated economic value is of paramount importance, since it is distributed among the Group's various business partners, thus ensuring the continued existence of the cooperative.

Generated  
Economic Value

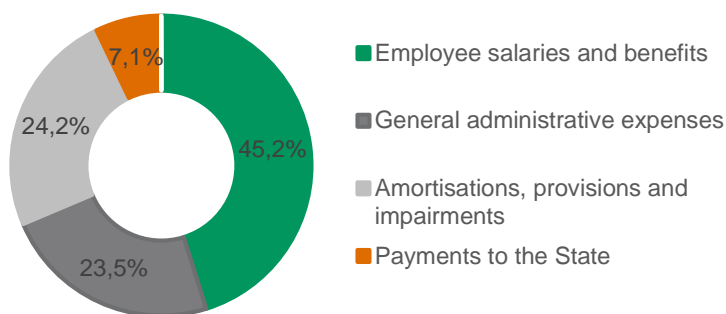


+5%

**84.8% of** the economic value generated was distributed amongst the various stakeholders. The economic value distributed increased by **17.7%**, compared to 2019.



## Economic value distributed in 2020



## Cooperative matrix and sustainability

(in thousands Euro)

	2017	2018	2019	2020	
<b>Economic value generated</b>	562 423	511 235	541 986	569 824	↑ +5,1%
Banking product	562 111	510 784	541 493	569 412	
Share from interest in associated companies (equity method)	312	451	493	411	
<b>Distributed economic value</b>	410 278	398 716	410 552	483 315	↑ +17,7%
Employee salaries and benefits	203 328	210 851	216 458	218 324	
General administrative costs	109 893	113 302	114 660	113 390	
Depreciation and amortisation	26 184	25 347	31 494	33 160	
Provisions and impairments	8 091	5 763	-768	84 020	
Payments to the State	62 723	43 383	48 530	34 303	
Minority interest	59	70	148	116	
<b>Retained Economic Value</b>	152 145	112 519	131 464	86 509	↓ -34,2%
Net profit	152 145	112 519	131 464	86 509	
<b>CA Group's investment in R&amp;D</b>	7 211	11 476	9 490	13 761*	* estimate

Promotion of regional and sectoral economic dynamics

The Credito Agrícola Group has a tradition of developing partnerships and carrying out activities together with other organisations. The main purpose of these partnerships and activities is to foster new business opportunities for customers and society in general. Some of the activities performed in 2020 are presented below.

## Crédito Agrícola Entrepreneurship and Innovation Award

The 7<sup>th</sup> Crédito Agrícola Entrepreneurship and Innovation Award was held in 2020. In addition to rewarding innovative projects, it had three categories open to public competition,



aligned with the priorities of the European Green Deal - Production and Transformation sustainability; Circular Economy and Biobased Economy, as well as Food, Nutrition and Health. A total of 238 applications were received,



three winners and three distinctions of special recognition were awarded: "Innovation in Partnership: Operational Groups", "High Potential Project promoted by a Crédito Agrícola Associate" and "Born From Knowledge - BfK Awards by ANI" (National Innovation Agency). The "Young Rural Entrepreneur" category was the recipient of a commendation.

Categories	Winning projects in 2020
Production and Transformation	<u>MycoExplorer</u> : an innovative plant protection product, easy to apply in the field, for biological control of the pine wilt disease.
Circular Economy and Biobased Economy	<u>Stex</u> : Industrial unit for the transformation of waste into bioethanol. (Also awarded the "Born From Knowledge - BfK Awards by ANI".
Food, Nutrition and Health	<u>Alba</u> : an alternative, safe and sustainable product to the use of titanium dioxide, which is present in over 2,500 foods and drinks.
Innovation in Partnership: Operational Groups	<u>GOEfluentes</u> : Strategic approach to waste valorisation generated in agro-livestock activity.
Crédito Agrícola Associate	<u>Polimax</u> : Strategy and implementation of practices to promote natural pollination of apple, pear and cherry trees.
Young Rural Entrepreneur Commendation	<u>Mushi</u> : Utilisation of logs from forest clearing practices for growing organic Shiitake mushrooms at home.

More information at <http://www.premioinovacao.pt/>

The main evaluation criteria for the applicants and their projects were based on the degree of innovation, economic feasibility, market potential and sustainability in social and environmental terms. Each winner was awarded EUR 5,000, totalling EUR 25,000 in prizes. Additionally, the finalist chosen as a Young Rural Entrepreneur was also the recipient of a commendation and a prize of EUR 2,500.



## Wine Competition

58 national wines were highlighted at the 7<sup>th</sup> Crédito Agrícola Wine Competition, aimed at Producers and Cooperatives from all winemaking regions in the country, in partnership with the Portuguese Sommeliers' Association.

In total, 109 national producers, from various wine-growing regions of the country, evaluated 183 white, red and sparkling wines. The jury awarded 3 wines with the Grand Gold Medal and 55 with the Gold Portuguese Sommeliers' Tastevin (Tambuladeira dos Escanções de Portugal de Ouro) distinction to bottled wines in the "White Wine", "Red Wine" and "Sparkling Wine" categories.



The Wine Competition has received more than 1,500 entries in the past seven years, and has awarded Gold, Silver and Bronze medals to over 400 wines from the Vinhos Verdes, Trás-os-Montes, Douro, Beiras, Dão, Bairrada, Tejo, Lisbon, Setúbal Peninsula, Alentejo and Algarve wine regions. Thus, it was possible to support the winemaking sector and the development of local economies, especially Cooperatives and Producers, by promoting and putting the quality of Portuguese wines to the test.

## Corporate Protocols

Because of the role that corporate protocols have played in the history of the Crédito Agrícola Group, it is important to mention them, as they allow special subscription conditions to products and services for its Associates and members. Protocols with business associations, especially those in the country's main economic sectors, which make up the Group's credit portfolio, are worth highlighting in this section.

In 2020, a new protocol was signed with an entity that promotes entrepreneurship and competitiveness values - Trigger Systems - and 15 protocols were renewed with business associations.

	In 2017	In 2018	In 2019	In 2020
News Protocols	4	2	3	1
Protocols Renewal	14	15	17	15



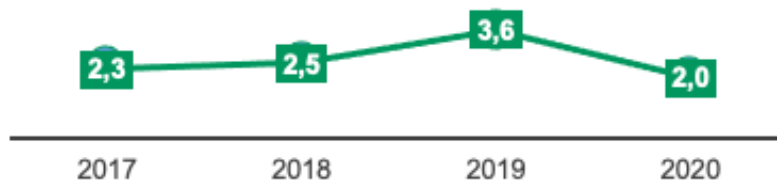


## 5.2 INVESTMENT IN COMMUNITIES

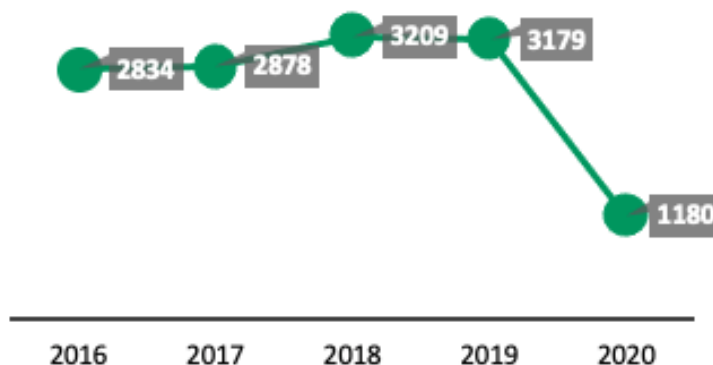
### EUR 2 million were the sum invested in the communities in 2020.

The Crédito Agrícola Group's culture is based on proximity and valuing the connections within the communities where it operates. Over the years, this connection has been strengthened by the Group's active role through support provided mainly by Caixas Associadas and our four Foundations.

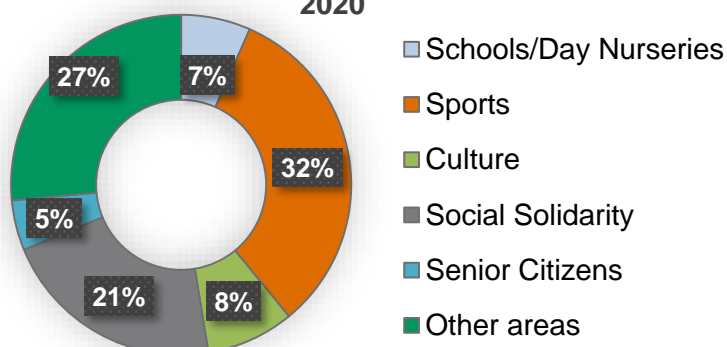
**Investment in social responsibility  
(in millions Euro)**



**Number of sponsored institutions**



**2020**



In 2020, 1180 institutions were sponsored by the Group, totalling EUR 2 million in monetary aid.

61% of this total were distributed by means of donations, and 29% as Sponsorship.

32% of this aid went to sports institutions, followed by charities and schools/ nurseries.

In addition to the donations and sponsorship, other actions worth mentioning involve volunteering or donation of goods. Over EUR 569,000 worth of equipment were donated in 2020.





Despite the large investment in the community, which the Crédito Agrícola Group is responsible for year after year, it is still not possible to measure the social and/or economic impact it has on the communities where such an investment is made. Many of the sponsored institutions are small charities, which support socially disadvantaged families. Although it is not possible to measure the impact of all the investments made, we know that at local level, and even at the level of each family, it is possible to create a lasting impact on the well-being of these families. We list below some of the social investments made in 2020.

### Social solidarity aid

Among the main social solidarity initiatives was the joint action "SOS Coronavirus" with the Portuguese Business Association (AEP) and the Portuguese Medical Association (OM), for the supply of hospital equipment. The campaign "My Gesture, for Our Portugal" (O Meu Gesto, pelo Nosso Portugal) was performed with FENACAM, CONFAGRI and CARITAS, in order to provide essential supplies to lower-income families and individuals.



Crédito Agrícola sponsors Hospital Pulido Valente, Casa do Povo de Abraveses, the Lisbon Zoo and families affected by the pandemic in the Algarve region.

In this atypical year, the Motorcyclists Association of Crédito Agrícola's Sports and Cultural Centre (Núcleo Motard do Centro de Cultura e Desporto do Crédito Agrícola) ran a campaign called "We carry solidarity from North to South of the country". This campaign raised over EUR 6,000 from employees, their families, Caixas Associadas and Group companies for the abovementioned entities. Hospital Pulido Valente received donations, such as TV sets and wall brackets, to equip its inpatient ward. TV sets and heaters were also donated to Casa do Povo de Abraveses (for domestic violence victims). An Iberian Lynx currently living at the Lisbon Zoo was sponsored, in order to contribute to its feeding and care. In addition, in a joint action with the Motorcycle Club of Faro (Moto Clube de Faro), approx. two tonnes of food and essential supplies were donated



to local families affected by the pandemic.



## The Caixa Agrícola do Vale do Távora e Douro Foundation supports the region's IPSS

In a year stricken by the pandemic, social welfare institutions have experienced very difficult moments. Hence, the Caixa Agrícola do Vale do Távora e Douro Foundation decided to allocate EUR 30,000 to these institutions to help combat the COVID-19 virus. This allowance was used to purchase PPE for employees and citizens, namely face masks.

### Sports sponsorship

#### Crédito Agrícola's National Bodyboarding Circuit 2020

Crédito Agrícola sponsored the National Bodyboarding Circuit for the first time in 2020. The Competition was held from August to October in different locations - Santa Cruz, Nazaré, Peniche and Póvoa de Varzim. Despite the different conditions experienced, by sponsoring a sporting event, we aim to demonstrate the importance of sport, especially to youths, as well as the Group's commitment to environmentally friendly sporting activities.



### Education sponsorship

#### CA Vida and CA Seguros were the main sponsors of the Multipli National Championship

Organized by Alfiii and the Polytechnic of Leiria, this championship primarily aims to spark the interest of 3<sup>rd</sup> to 6<sup>th</sup> graders in mathematics. This year, the event was entirely online for the first time due to the restrictions caused by the pandemic. Participants of this ludic championship hailed from all regions such as Northern and Central Portugal, Lisbon Metropolitan Area, Alentejo, Algarve, Madeira and the Azores.



## Caixa Associada of Alcácer do Sal and Montemor-o-Novo sponsors lower-income students



In May 2020, tablets and routers were delivered to Agrupamento de Escolas do Torrão to be donated to students who do not have computers or internet access to attend online classes. This action was carried out in cooperation between Caixa Associada and the Torrão Parish Council.





### Caixa Associada of Costa Azul holds workshop on Financial Literacy for high school students

In 2020, despite the pandemic, Caixa Associada of Costa Azul held a workshop at Agrupamento de Escolas de Santo André, which was attended by 30 students. The workshop provided young people with basic financial knowledge as well as important information for them to make informed decisions regarding their money and management. Students were also advised on saving habits.

### Caixa Associada of Vagos holds workshop on Banking Security and Payment Methods

Caixa Associada of Vagos, invited by the City Council of Vagos, organised and prepared a workshop for approx. 60 children aged between 6 and 15 years, on August 13, 2020. This workshop was part of the free time programme called "*Vagos in Youth Action*". The topics presented in the workshop focused on the use of payment methods and banking security, namely online purchases and payments. In addition, a module on saving and household budget was also included, related to the banking products and services available at Crédito Agrícola.



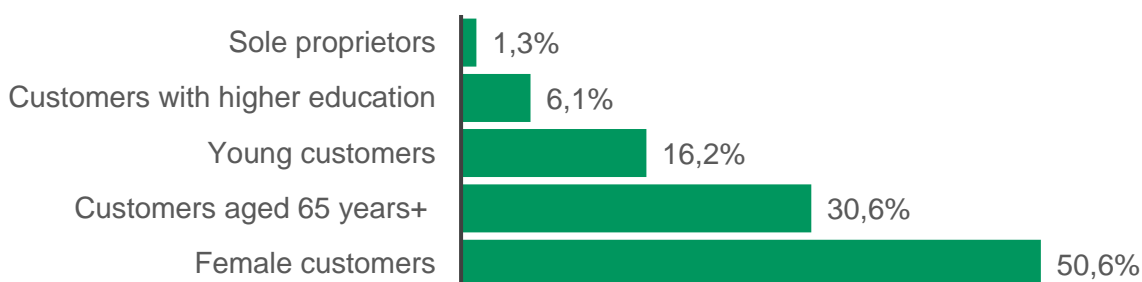


### 5.3 CUSTOMER RELATIONS

#### Customer Segments

One of the mainstays of the Crédito Agrícola Group's strategy and development is to meet the needs of its Customers and strengthen the development of local communities. This requires contributing to the financial aspirations of over 1,700,000 customers and offering opportunities for their financial projects. Hence, our Customer relations service is at the core of our Culture and Strategy.

#### Customer Segments, 2020



The number of accounts associated with basic banking services remained constant between 2019 and 2020, highlighting Crédito Agrícola's role in social inclusion. Regarding home loans, compared to 2019, this figure rose 15%. As for credit granted to customers from socially disadvantaged areas, it totalled EUR 85 million in 2020, a 3% increase compared to 2019.

CA Offer for Individual Customers	2017	2018	2019	2020
Total credit granted (million Euro)	763	678	660	660
Home loans granted (million Euro)	424	372	401	461
Financial inclusion   Number of Accounts with Basic Banking Services	352	480	967	962
Credit granted in more socially deprived areas (million Euro)	99	83	82	85
Ecocredit (thousands Euro)	113	156	53	52
Education Grants (thousands Euro)	911	960	900	603

As for corporate customers, Crédito Agrícola maintains the trend of supporting micro and small companies, as well as companies in strategic sectors of the Portuguese economy. In 2020, credit granted to the health and social welfare sectors increased by 35%, and credit to ENIs (sole proprietorship businesses) increased by 4%. Additionally, the credit granted to water and effluent treatment initiatives more than doubled, reaching EUR 19 million. This was a testimony to the Group's positioning towards social and environmental concerns.



CA Offer for Corporate Customers	2017	2018	2019	2020
Total credit granted (million Euro)	2 123	2 264	2 327	2 042
Credit for the competitiveness of micro and small enterprises (million Euro)	1 202	1 163	1 379	1 297
Credit for companies in strategic sectors of the Portuguese economy (million Euro)	463	453	446	429
Credit granted to ENIs [sole proprietorship businesses] (million Euro)	103	131	124	130
Credit granted in more socially deprived areas (million Euro)	206	182	212	215
Credit granted to the health and social welfare sector (million Euro)	62	68	67	90
Renewable Energy credit (million Euro)	1	2	15	15
Waste treatment and recovery credit (million Euro)	8	8	8	7
Water and Wastewater Treatment credit (million Euro)	0	14	9	19

## Accessibility

Accessibility to our branches and ATMs by all citizens is crucial to ensure widespread access to our services, and the Group has been working continuously on the matter over the years.

### In 2020:

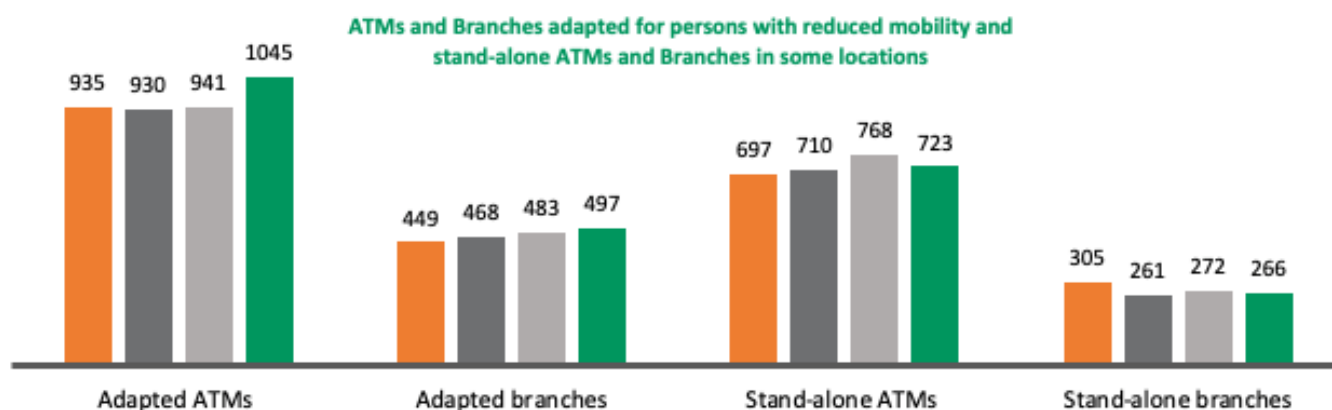


**78.5%** of all branches are adapted for persons with reduced mobility

**64.9%** of our ATMs are adapted for wheelchair users

**44.9%** of our ATMs are in locations where it is the only ATM

**12%** increase in the number of ATMs adapted to persons with reduced mobility since 2017. Ensuring access to financial services is one of the concerns of the Crédito Agrícola Group. Hence, our branches and ATMs are used by the largest number of people in Portugal



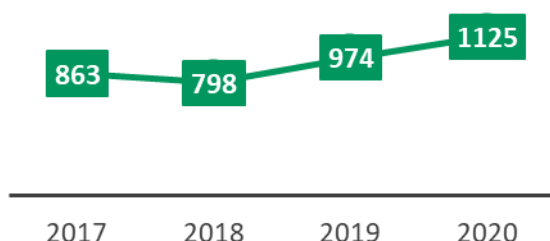


## Complaints

For the second year, the Crédito Agrícola Group continues to be the Bank with the fewest complaints in Portugal.

Complaints are an important mechanism not only to analyse the quality of our services, but also as a way to understand how we can improve the perception of customers of the Crédito Agrícola Group and its services. By analysing the financial sector data<sup>1</sup>, published by Banco de Portugal, all banks have experienced an increase in the number of complaints, and in fact, this trend is similar in relation to the Crédito Agrícola Group. In 2020, the Group had a 15.5% increase in complaints compared to 2019. However, the number of complaints is much less than the average of all financial institutions.

### Number of complaints regarding Crédito Agrícola



### Number of complaints in the Portuguese financial sector in 2020

↓ **0.18:** Average complaints per 1000 current accounts  
**0.03:** Crédito Agrícola Group

↓ **0.21:** Average number of complaints per 1000 credit contracts  
**0.06:** Crédito Agrícola Group

↓ **0.60:** Average number of complaints per 1000 mortgage and home loan contracts  
**0.23:** Crédito Agrícola Group

### Satisfaction

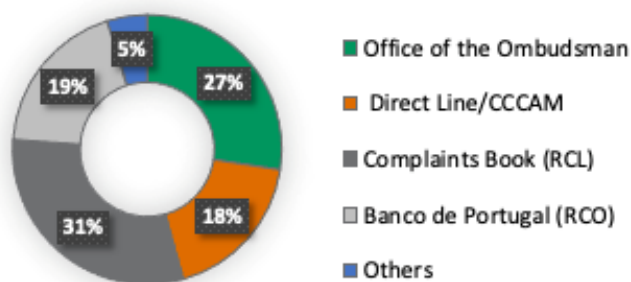
#### Customer satisfaction surveys 2020

1<sup>st</sup> semester: 84.3% | 2<sup>nd</sup> semester: 84.9%

Evolution compared to 2019:

1<sup>st</sup> semester: +3,1% | 2<sup>nd</sup> semester: +2%

### Entities that dealt with complaints, 2020



### Complaints in 2020 (per type):

25.8% Current Accounts  
14.3% Fees and Expenses  
11.6% Cards  
9.9% Service / Facilities  
4.7% Central Credit Register  
4.4% Home Loans

<sup>1</sup> Source: <https://www.bportugal.pt/sites/default/files/anexos/pdf-boletim/sinopseatsc1s2020.pdf>



## 5.4 THE IMPORTANCE OF OUR SUPPLIERS

One of the objectives of the Crédito Agrícola Group is to strengthen the development of local communities. Therefore, we must ensure that a large part of our purchases is made from local suppliers, in order to create a positive impact on the communities where we operate. On the one hand, this requires a strong local supplier policy. On the other hand, a close relationship with entities that stimulate local economies, resulting in economic and social progress at the local level.

As CCAMs are spread across the nation, the vast majority of purchases are made locally, with some more specialized services being provided to companies in Lisbon and/or Porto. In addition, almost all suppliers of the Crédito Agrícola Group are national suppliers, which means that these suppliers must comply with national rules. As a financial institution, some of our main suppliers come from the energy, consumables, technology development, IT equipment and specialised consultancy sectors.

	2017	2018	2019	2020
Average payment deadline	39	48	61	52

In 2020,  
3453 Local suppliers\*

65.8% of all purchases were made locally

EUR 147 million in purchases from local suppliers

	2017	2018	2019	2020
% of the number of local suppliers *	51%	48%	54%	60%
% value of local purchases *	53%	33%	65%	66%

\* "Local" means suppliers based in the same municipality where the CCAM is located, except for Caixa Central and CA Serviços, where "local" means suppliers based in the districts where these companies are located, i.e. Lisbon and Porto.

Currently, the Crédito Agrícola Group does not yet analyse new suppliers with regard to social issues and labour practices, nor with regard to environmental issues. However, this work is being carried out internally, so that in the near future we will also be able to start reporting on the Group's progress in this area.





## 5.5 OUR STAFF

In order to achieve the Group's objectives and ambitions, we need a team that delivers high quality services, where employees feel valued. Therefore, providing optimal working conditions for all staff members is a quintessential part of the Group's values. This means respecting labour rights, promoting equal opportunities and professional duties, as well as ensuring all conditions for a working environment free of discrimination and any form of harassment or aggression.

### 2020 staff data:

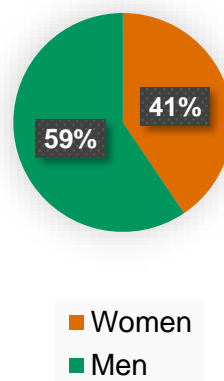
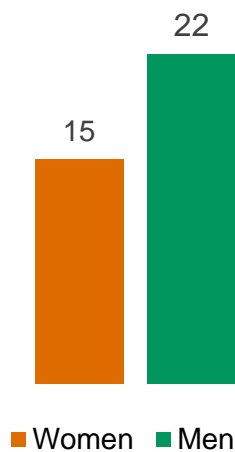
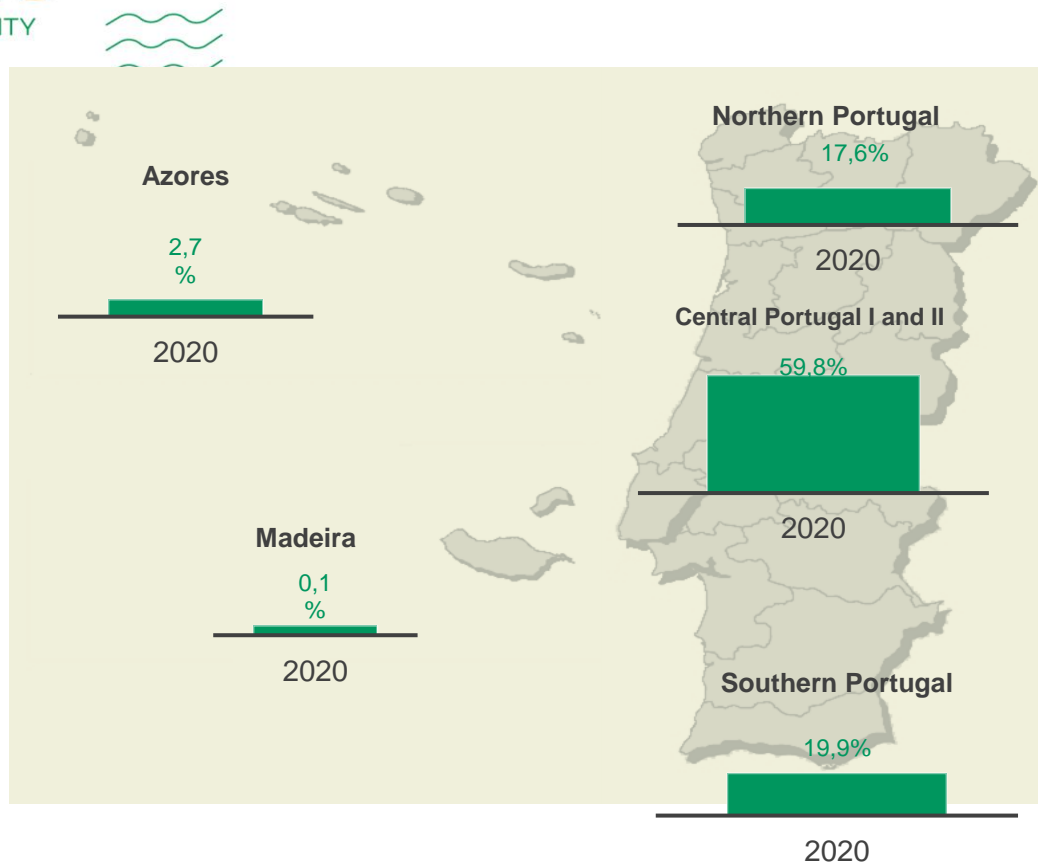
- 4090 Employees
- 59% of our Staff members are Men and 41% are Women
- 70% of managerial positions are held by Men, and 30% by Women
- 95% of our Staff members work under open-ended employment contracts
- 62% of our Staff members have worked in the Group for over 15 years
- 71% of our Staff members are highly skilled workers
- 68% of our Staff members are aged between 40 and 59
- 10% of managerial positions are held by young people (up to 40 years old)
- 93% of our Staff members belong to Trade Unions
- 22% of their training covers the following topics: Marketing, Products, Services and Banking Techniques
- 66% of their training covers Management, Finance and Business Organisation topics

### Breakdown of the Crédito Agrícola Group's Staff Members

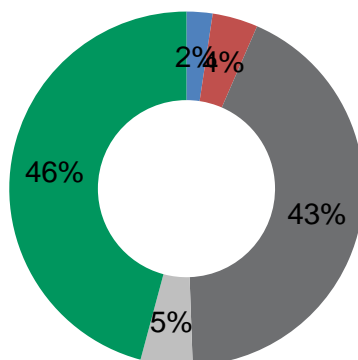
	2017	2018	2019	2020
SICAM (Caixa Central e Caixas Associadas)	3618	3645	3688	3665
CA Seguros	175	165	172	172
CA Serviços	176	168	189	158
CA Informática	9	6	7	5
CA Vida	43	40	46	46
CA Gest	10	10	10	11
FENACAM	35	34	33	33
<b>Total</b>	<b>4068</b>	<b>4068</b>	<b>4145</b>	<b>4090</b>







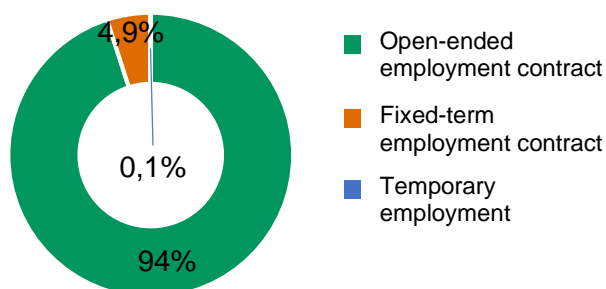
## Staff members according to their educational background, 2020



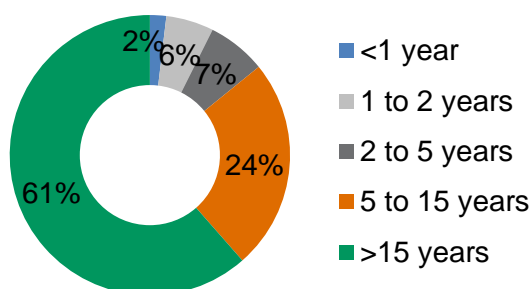
- <3rd Cycle of Basic Education
- 3rd Cycle of Basic Education
- High School Education
- Baccalaureate
- Bachelor, Masters and Doctoral Degrees



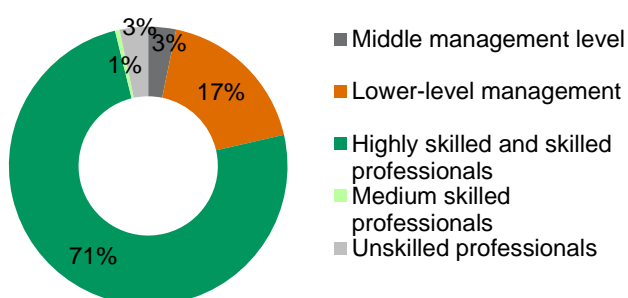
### Staff Members by contract, 2020



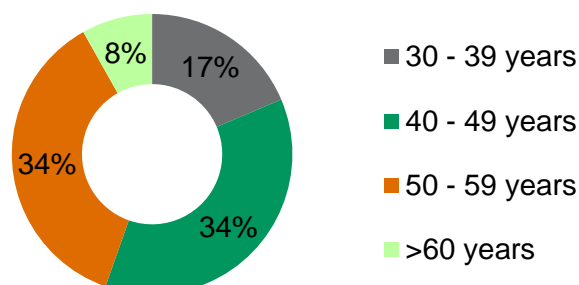
### Staff Members according to seniority



### Staff Members by job



### Staff Members by age group



As of December 31, 2020, 93% of the Crédito Agrícola Group's staff members were unionised:

#### Trade Unions

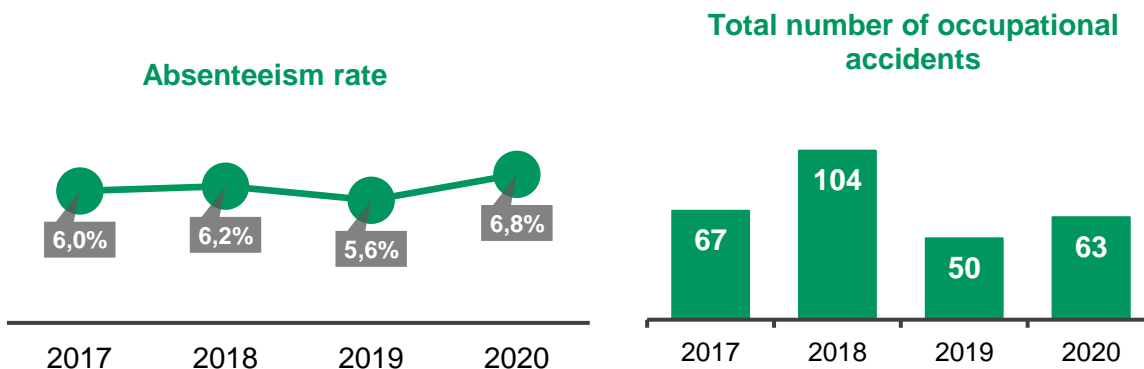
Trade Unions	2017	2018	2019	2020
SBSI	1408	1394	1387	1331
SBC	410	401	394	381
SBN	352	303	313	304
SNQTB	1184	1288	1337	1350
SIB	426	418	436	420
STAS	10	10	10	9

Social dialogue has taken place between the Group and Trade Unions so that, together and bearing in mind the sector's trends regarding labour relations, the necessary conditions for the provision of professional activity may be foreseen, namely remuneration and associated benefits, by safeguarding the well-being of all our employees.



## Absenteeism rate and occupational accidents

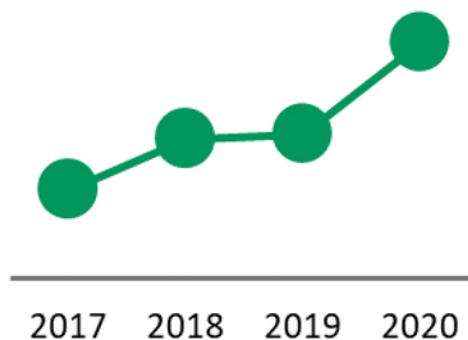
Regarding the pandemic experienced in 2020, the absenteeism rate had a small increase, standing at 6.8%, compared to 5.6% in the previous year. The total number of working hours lost rose to 420,566 hours. In relation to 2019, the total number of occupational accidents increased by 26%. The leading cause of absenteeism in 2020 was illness, accounting for 63% of the total.



## Training

Through its Training Centre, the Crédito Agrícola Group has focused on the continuous development of its employees. This development has not only had a business focus, but has also sought to provide useful learning opportunities for the daily lives of employees, outside work. Courses on sustainability, IT and new technologies are amongst such training topics.

In 2020, the number of training hours increased 63% compared to the previous year, which meant an average of 75 hours per employee, i.e., almost two weeks of training per employee. 95% of the training hours were related to e-learning classes.

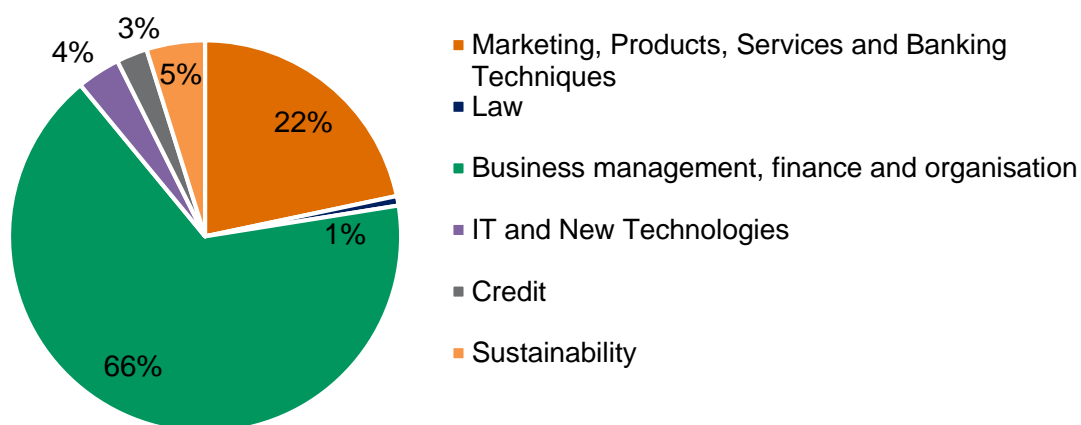




### Number of attendants and training hours

Number of attendants	2017	2018	2019	2020
F2F	7710	5811	4212	589
E-learning	3192	13258	9600	61685
Distance learning	0	0	0	3523
Workload				
F2F	105145	47121	30434	5240
E-learning	27452	162166	186975	338131
Distance learning	0	0	0	11541

### Training hours per area, 2020





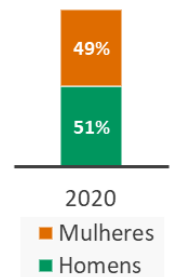
In 2020, the Crédito Agrícola Group's E-Learning Platform allowed for easy access to training by each employee from home, because of the pandemic. The platform also allowed for greater flexibility by each employee in balancing their work life and personal life, due to training schedules designed to meet each employee's needs. The year 2020 showed that investments made in the development of this platform were a great asset for the entire Group, demonstrating the importance of developing this type of solution.

In line with the Crédito Agrícola Group's concern for its staff, there is a Skills Management Model, aimed at all Group employees with:

- Identifies the requirements of each function;
- Characterises the dominant competence profiles of each employee;
- Evaluates performance through an objective system;
- Characterises leadership levels and the operation of teams;
- Promotes an integrated Human Resources management;
- Integrates expectations, performance and incentives.

## Gender equality

- 51% of our Staff members are Men and 49% are Women;
- 64% of male employees and 78% of female employees are highly skilled professionals;
- 58.6% of promotions for Men are by merit, whereas for Women this figure reaches 53%.

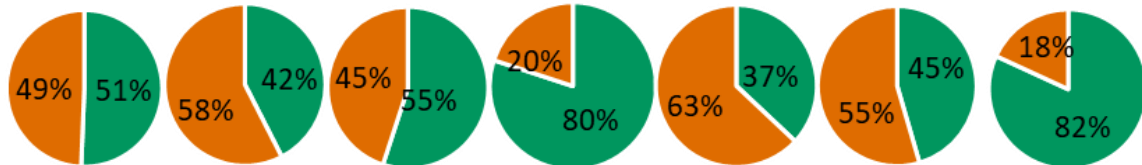


## Gender ratio of Crédito Agrícola Group's Staff Members, 2020

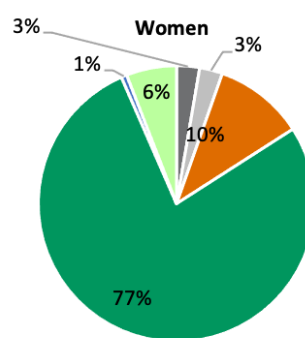
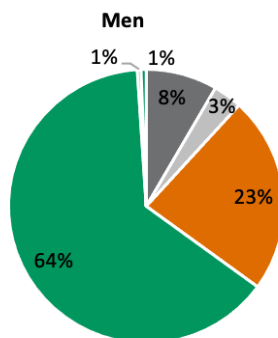
Caption: M ■ W ■

SICAM CA Insurance CA Services CA IT CA Life CA Gest

FENACAM



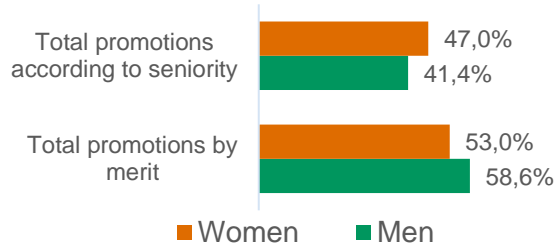
## Staff members by gender, 2020



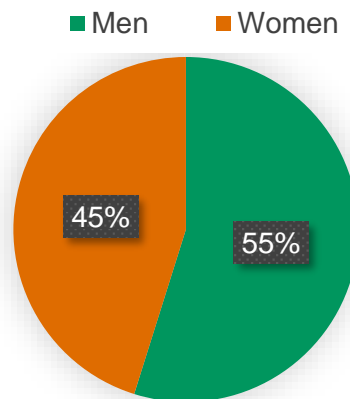
- Senior management
- Middle management
- Low-level management
- Highly skilled and skilled professionals
- Medium-skilled professionals
- Unskilled professionals



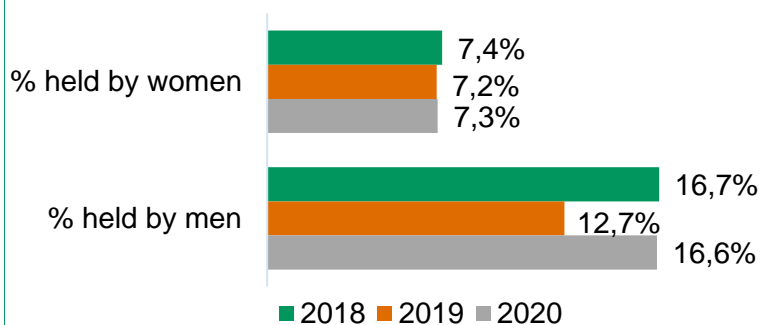
## Total promotions by gender



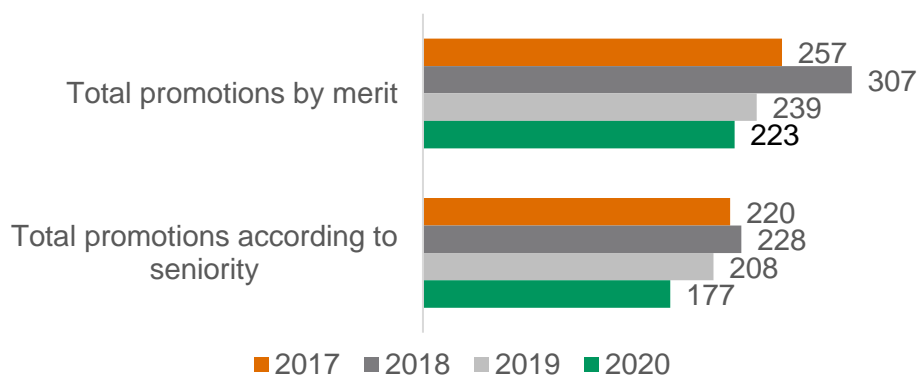
## % Training workload by gender



## % of Managerial positions held by Women and Men



## Promotions



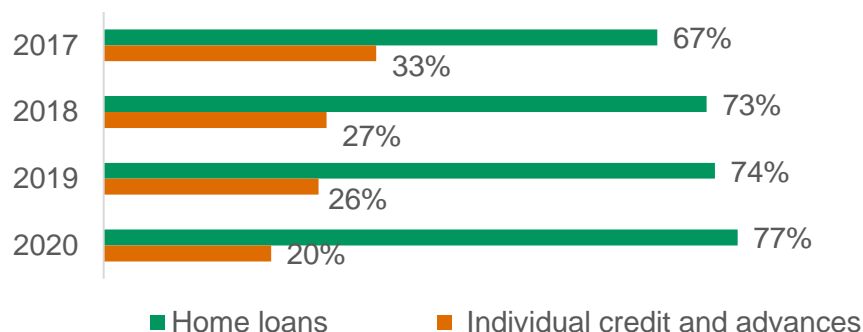
Between 2019 and 2020, there was a small decrease of 10.5% in the total number of promotions and 6.7% in the number of promotions due to merit.





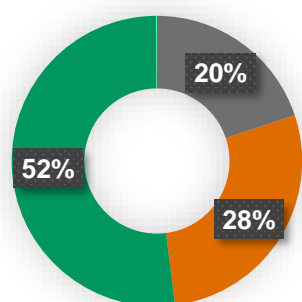


## Credit granted to staff members



In 2020, ca. 77% of employees had a mortgage with Crédito Agrícola.

## Social protection costs directly borne by CA, 2020



- Supplementary allowance due to sickness and occupational disease
- Old-age, disability and survivor's pensions
- Child and education allowances

52% of the social protection costs borne by the Crédito Agrícola Group **are child and education allowances**.  
28% were related to old-age, disability and survivor's pensions.

Staff members are supported in other ways in addition to the abovementioned benefits:

Employee benefits and allowances		
<u>Benefits:</u> <ul style="list-style-type: none"> <li>– Dedication, productivity, attendance and performance bonuses</li> <li>– Higher education allowance</li> <li>– Christmas gifts for staff members and their children</li> <li>– Afternoon release on birthday</li> <li>– Childbirth and marriage allowance</li> </ul>	<u>Sports and Culture:</u> <p>Crédito Agrícola Culture and Sports Centre offers:</p> <ul style="list-style-type: none"> <li>– Travel at special rates for employees and their spouses</li> <li>– Free access to social, cultural and sporting activities through each of its Centres</li> <li>– Incentives for sports practice</li> <li>– Sponsorship of sports and leisure activities</li> </ul>	<u>Benefits associated with Crédito Agrícola activities:</u> <ul style="list-style-type: none"> <li>– Reduction in the price of annuities and fees</li> <li>– Access to loans with advantageous conditions</li> <li>– Requesting free cheques</li> <li>– Discounts on prices</li> <li>– Life insurance (Crédito Agrícola Empresa Viva)</li> </ul>





#### Day-to-day of staff members:

- Flexible working hours
- Protocol agreement with telecommunications company on advantageous conditions for the purchase of mobile phones, tablets and smartphones
- Access to communication package deals under special conditions
- Access to a vending machine, free coffee and catering facilities
- Numerous protocols and partnerships with chemists, petrol stations and gyms, among others through the Culture and Sports Centre, which can be consulted at [www.ccdcam.pt](http://www.ccdcam.pt)

Access to all allowances and benefits identified above may be different for each of the organisations that integrate the Group.

### Teleworking

The year 2020 will go down in history as a year in which all companies were forced to find new ways of working. For the Crédito Agrícola Group it was no different. However, bearing the well-being of our employees in mind, several measures were taken. Firstly, a Contingency Plan was devised, which included some temporary changes in the daily business activity, such as the closure of some branches. All the branches that remained open were supplied with hand sanitiser, had cleaning and health measures reinforced and put a limit in the number of customers who could enter our premises at any one time. Other measures put into practice were:

- All employees of the central services were placed in teleworking;
- A good practice manual was created;
- Motivational videos featuring the Group's CEO were recorded and broadcast.

On average, the employees of Grupo Crédito Agrícola were teleworking for about 4 months (16 weeks) in 2020<sup>2</sup>.

<sup>2</sup> Statistics based on the answers given by 1637 employees in the Mobility survey





## 5.6 OUR ENVIRONMENTAL IMPACT

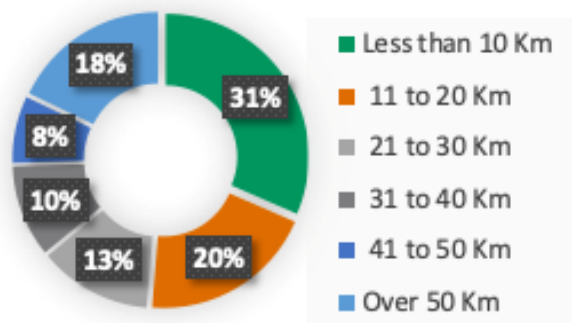
In order to perform the activities required of a financial Group, several resources must be used up. The Crédito Agrícola Group is aware that the use of resources, whatever they may be, causes a number of environmental impacts. Hence, we need to understand what resources are used, how they are consumed and in what amounts, in order to reduce the Group's footprint on the planet. The Group's ambition is to decrease its level of consumption, be more efficient in the use of energy and water, reduce the emission of greenhouse gases, so as to contribute to mitigating climate change.

### Mobility of our staff members

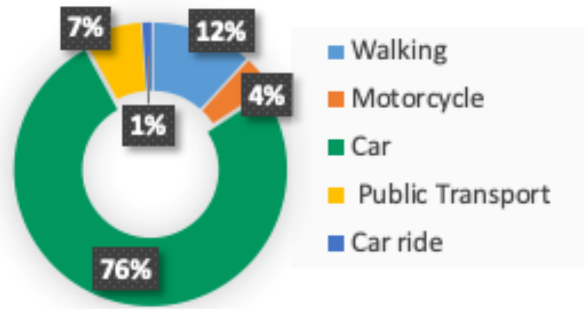
31% of our Staff members travel less than 10 km from home to their workplace.

76% of our Staff members drive a car as their main means of transportation, covering most of the distance of their journeys in this way. In total, the distance travelled by employees was 92,000 kilometres, which means an average of 56.5 kilometres per employee.

Home-work distance



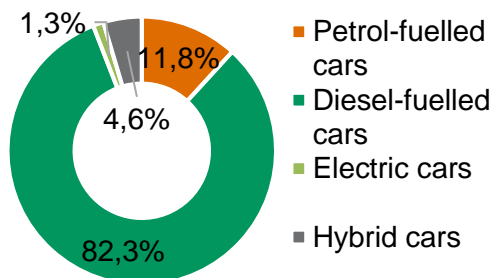
Distance travel per means of transport



### Fleet

Regarding the number of kilometres travelled in 2020 by our car fleet, the total stood at 10 million kilometres. This means a 21.3% decrease compared to 2019. The number of cars increased from 1005 in 2019 to 1018 in 2020.

Car fleet



Most of the fleet is still running on fossil fuels. However, despite the increase in the number of cars, the Group's fleet has become more sustainable, with a decrease in diesel cars and an increase in electric and hybrid cars.

Between 2019 and 2020, 20 hybrid cars and 11 electric cars were added to the fleet.

<sup>1</sup> Distance from home to work and Distance travelled per means of transportation: these indicators were calculated based on a sample of 1637 answers to the mobility survey.

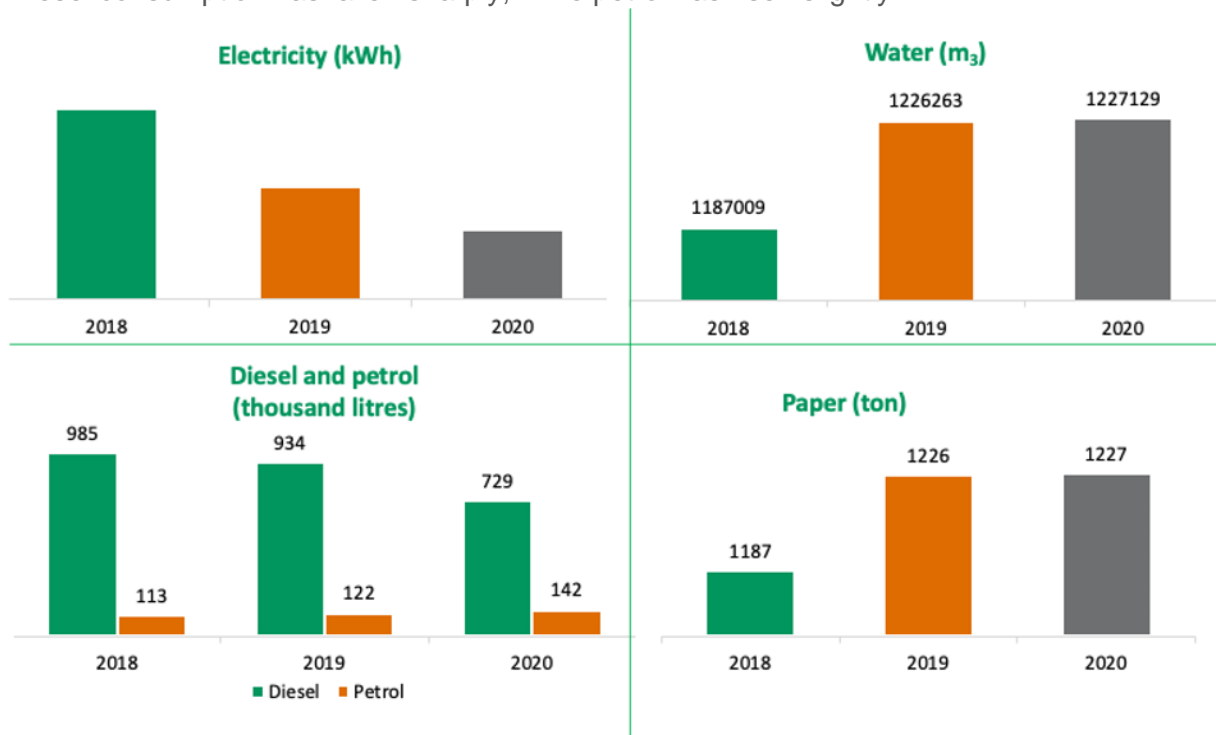




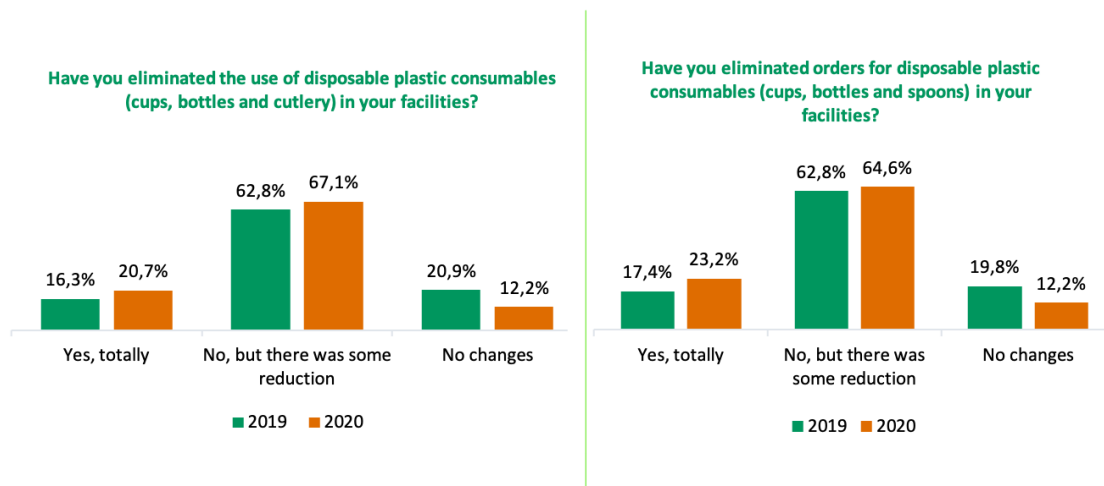
## Consumables

The main consumables associated to the Group's activity are electricity, fuel, water and paper.

In 2020, fewer buildings were in operation. Therefore, consumption associated thereto has decreased, except for water and paper, which remained stable. It is worth noticing that the type of fuel associated with the Group's car fleet has changed over the last three years. Diesel consumption has fallen sharply, while petrol has risen slightly.

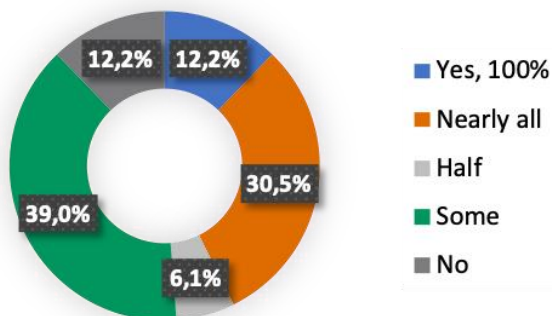


Due to its relationship with the community and active participation in events, another area where the Group has a major impact is related to the purchase of gifts. Thus, the Group knows that it is necessary to cease the use of plastics as soon as possible. This effort has been underway for at least two years and the results are visible, with an increase in the elimination of plastic, whether as gifts or consumables.

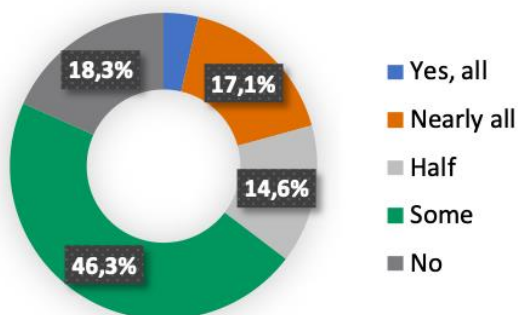




## Have you stopped purchasing gifts made of plastic?



## Have you bought gifts made of sustainable materials?

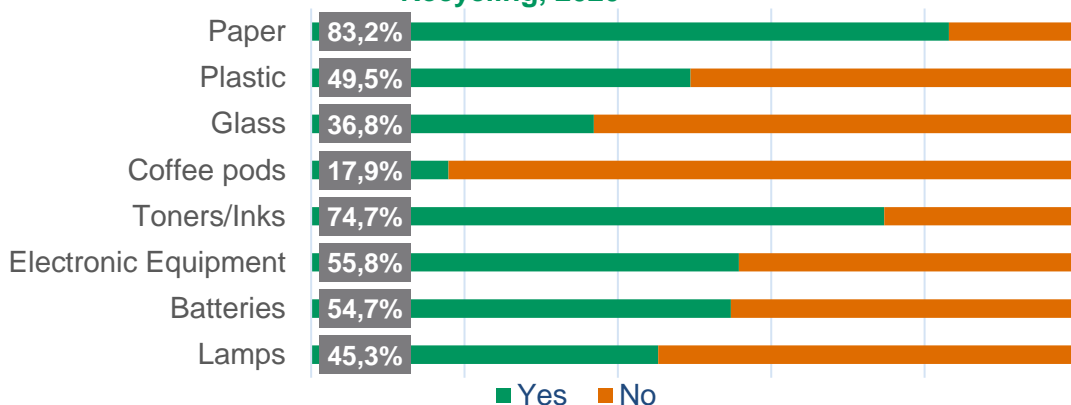


### Practices

#### Recycling

Although recycling practices are already integrated into the Group's management, there is still room for improvement, especially regarding plastic and glass.

#### Recycling, 2020



#### Buildings

In 2020, all the buildings belonging to the Crédito Agrícola Group, out of 75 Caixas Associadas, Caixa Central, FENACAM and five Affiliated Companies underwent some sort of environmental solution, as follows:

- 61% have lighting sensors
- 23% have flow reducers
- 17% have solar panels

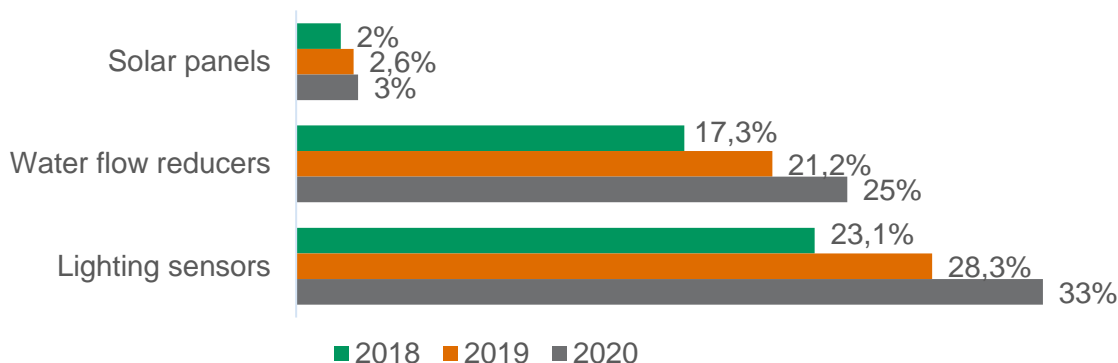
Regarding solar panels, 52.9% are used for heating water, 47.1% are used for electricity grid input.

As for our 688 facilities, there was an increase in the use of environmental solutions in 2020 vs. 2019 - solar panels, flow reducers and lighting sensors.





## Buildings with environmental solutions

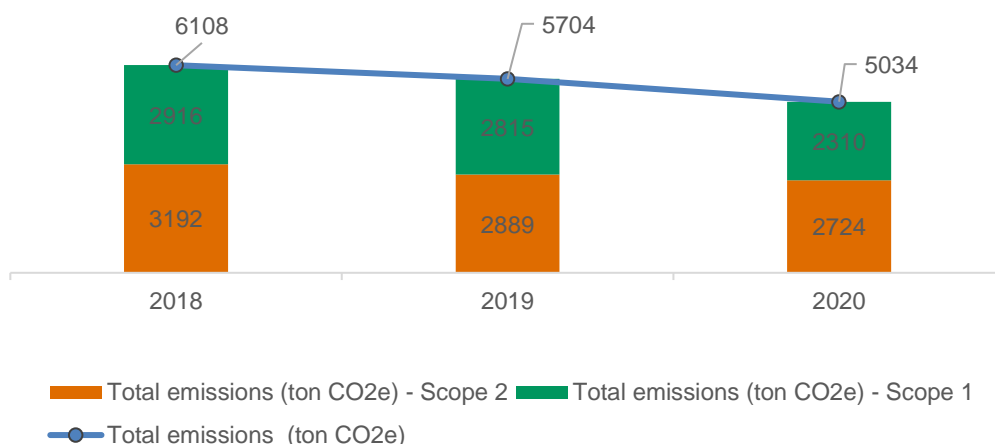


## Crédito Agrícola Group's Carbon Footprint Calculator

In 2020, in order to implement the Sustainability Principles adopted through our Sustainability Policy, the Crédito Agrícola Group has made efforts to calculate the carbon footprint stemming from its activities. This measure is intended to align all the Group areas with the Paris Agreement and make a specific contribution to SDG 13 - Climate Action. To calculate our carbon footprint, a great effort was required from the Group entities and its Staff, as it was necessary to calculate our carbon footprint from the years 2018, 2019 and 2020.

Total carbon emissions were calculated based on the GHG - Greenhouse Gas Protocol, which describes the most widespread methodology for assessing inventory of greenhouse gases. Scope 1<sup>3</sup> and Scope 2<sup>4</sup> were calculated based on the consumption of fuels used in generators and cars, natural gas, electricity and fugitive refrigerant emissions.

## Total emissions (ton CO2e)



The largest amount of emitted CO<sub>2</sub> comes from the use of fossil fuels, through our car fleet (diesel and petrol) and due to electricity use. However, there was a 9% reduction in the Group's energy consumption in 2019 compared to 2018. This reduction stood at 8% in 2020. Regarding emissions, the reduction stood at 7% in 2019 and 12% in 2020.

4 Indicators calculated based on 705 buildings in 2018, 702 buildings in 2019 and 688 buildings in 2020.

5.Scope 1 - direct greenhouse gas emissions from sources that are controlled by the organisation.

6 Scope 2 - indirect greenhouse gas emissions from electrical energy used by the organisation.







In 2020, the Crédito Agrícola Group's CO<sub>2</sub> emissions were the equivalent of driving a car around the Earth 718 times, i.e. 28,773,850 km.

For each Group employee, 1.2 tonnes of CO<sub>2</sub> equivalent were emitted.

By calculating the emissions arising from the Group's activity, it is possible to see that despite the economic growth that it has experienced, this has not led to an increase in emissions, which would be expected. This is due to the work that has been developed, by applying energy efficiency measures, conversion of our fleet with more sustainable cars, etc. Thus, with this calculation, we can think about setting concrete and objective targets in the future for the reduction of emissions and carbon neutrality of the Crédito Agrícola Group.

### Environmental initiatives

To improve our environmental performance, it is crucial to develop several initiatives to disclose and raise awareness about the need to change the consumption habits of the community where we are inserted. Thus, the Group has been implementing some campaigns highlighting information and warning about the need to act towards the protection of the planet and our future generations.

#### Crédito Agrícola opens the Group's first sustainable branch

The first sustainable branch of the Group was opened in 2020, in Leiria. Utmost care was given to the materials and equipment used, which allows for performing a number of transactions, bearing in mind our Customer relations.



Materials such as cork were used, rather than plastic, demonstrating our willingness to invest in environmentally friendly materials.

The Branch was designed with an innovative approach in mind, so that Customers can have a pleasant experience, including a free Wi-Fi lounge. Hence, our Customers can work or simply wait whilst enjoying the cosy atmosphere.





### 2020 largest sustainability event sponsored by Crédito Agrícola



Crédito Agrícola was the main sponsor of *Planetiers World Gathering 2020*, which was held at the Altice Arena in October as both a F2F and online event. A two-day forum dedicated to sustainability and innovation, with more than a hundred renowned speakers from a national and international list comprised of different business sectors. Crédito Agrícola strengthened its sponsorship to this event by holding two debates on Innovation for a more sustainable future and

sustainable banking and youths' expectations.

### Partnership with Centro de Frutologia Compal (Compal's Fruit Centre) for the training of young fruit growers

For the 7<sup>th</sup> year in a row, Crédito Agrícola has boosted its partnership with Centro de Frutologia Compal, focusing on strengthening the skills of fruit growers. This year, all the training was delivered online, focusing on Digital Technologies, while addressing issues such as climate change, energy efficiency and precision agriculture. At the end of the training, three entrepreneurs were also awarded installation grants worth EUR 60,000.





## 6. Caixa Central

### 6.1 GENERATED ECONOMIC VALUE

Caixa Central is one of the companies of the Crédito Agrícola Group. In the year 2020, as in 2019, the number of staff members exceeded 500. As such, in order to meet the requirements of Decree-Law No. 89/2017 on the disclosure of non-financial information and diversity information by large companies and groups, this section is specific to Caixa Central. Like the Crédito Agrícola Group, Caixa Central aims to positively affect the community where it operates, through its customers, employees or partners. The economic value generated allows wealth to be created and distributed among different stakeholders.

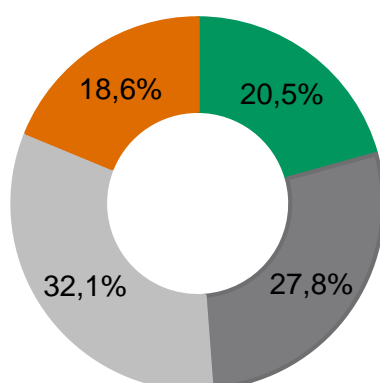
Generated Economic Value



+8,4%

74.7% of the economic value generated was distributed among several stakeholders  
The retained economic value increased by 35.1%.

Economic value distributed in 2020



- Employee salaries and benefits
- General administrative expenses
- Amortisations, provisions and impairments
- Payments to the State

Cooperative matrix and sustainability  
(in thousands Euro)

	2017	2018	2019	2020	
<b>Economic value generated</b>	134 269	67 264	72 885	109 665	+50,5%
Banking product	134 269	67 264	72 885	109 665	
Share from interest in associated companies (equity method)	n.a.	n.a.	n.a.	n.a.	
<b>Distributed economic value</b>	79 041	53 265	52 333	81 903	+56,5%
Employee salaries and benefits	26 660	25 869	21 500	16 780	
General administrative costs	20 258	20 471	21 324	22 804	
Depreciation and amortisation	797	665	3 168	3 270	
Gains / Losses	0	0	0	802	
Provisions and impairments	7 687	127	-1 638	23 035	
Payments to the State	23 639	6 133	7 979	15 212	
Minority interest	n.a.	n.a.	n.a.	n.a.	
<b>Retained Economic Value</b>	55 228	13 998	20 552	27 762	+35,1%
Net profit	55 228	13 998	20 552	27 762	



## 6.2 INVESTMENT IN COMMUNITIES

Caixa Central invested approx. EUR 63,500 in the community in 2020.

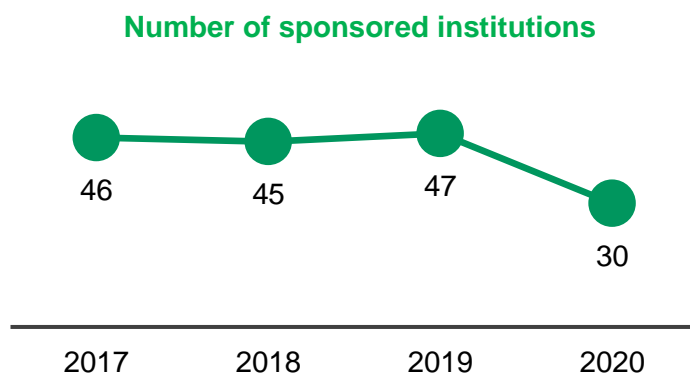
Caixa Central has been sponsoring many organisations with a direct impact on the local community. This aid has been consistent over the last four years, enabling their development in areas such as sports, social solidarity and support for senior citizens.



In 2020, Caixa Central aided several organisations by means of sponsorships and donations worth EUR 63,500.

97.8% of this sum were allocated to sponsoring Sports Institutions, while the remainder went to Social Solidarity Institutions.

Thirty institutions were aided financially. In addition, two institutions were the recipients of volunteer work, one of which is a social solidarity institution.

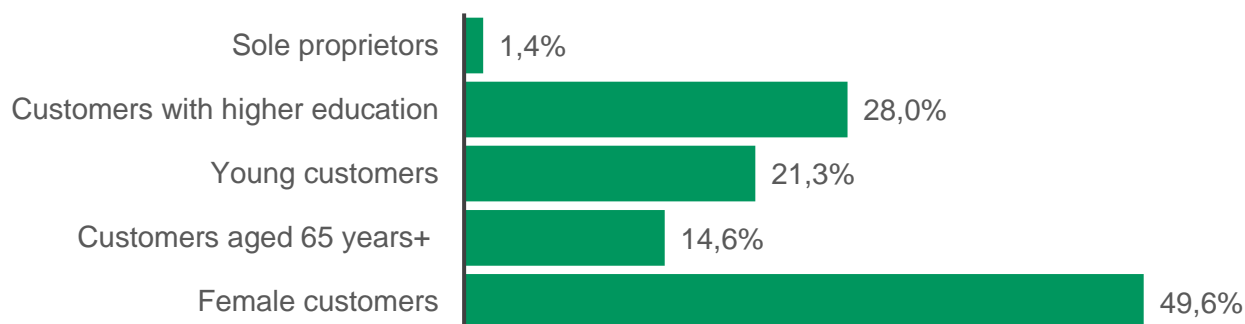




### 6.3 COSTUMER RELATIONS

#### Costumer segments

Customer Segments, 2020



Regarding the financial products portfolio, the product associated with "education allowance" was the only one that did not increase from 2019 to 2020. The number of basic banking services accounts increased by 21.4%, which once again reinforces Caixa Central's presence among the most fragile social fabric. Home loans also increased by almost 40% compared to the previous year.

CA Offer for Individual Customers	2017	2018	2019	2020
Total credit granted (million Euro)	39,9	37,6	36,5	49,0
Home loans granted (million Euro)	32,9	32,4	31,2	43,4
Financial inclusion   Number of Accounts with Basic Banking Services	6,0	7,0	14,0	17,0
Education Grants (thousands Euro)	0	53,5	109,5	81,8

As for corporate customers, Caixa Central increased its funding for ENIs (sole proprietorship businesses) by more than 20%, granting credit to companies in strategic sectors of the Portuguese economy that exceeded EUR 7 million. In addition, financial relief to micro and small enterprises reached over EUR 100 million. As regards credit granted to renewable energy businesses, compared to 2019, it increased this funding by 9%, as well as financing operations related to water and effluent treatment by EUR 14 million.

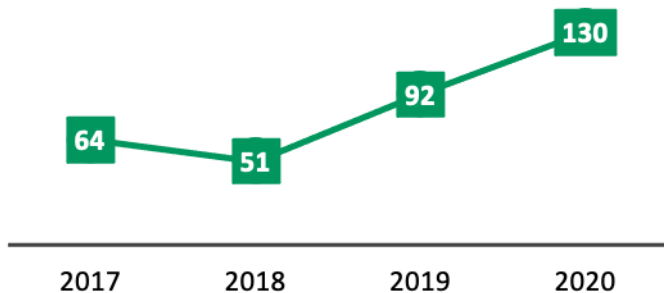
CA Offer for Corporate Customers	2017	2018	2019	2020
Total credit granted (million Euro)	461,1	560,8	537,5	262,1
Credit for the competitiveness of micro and small enterprises (million Euro)	169,1	167,0	263,7	108,0
Credit granted to ENIs [sole proprietorship businesses] (million Euro)	419,5	339,8	333,4	401,8
Credit granted to the health and social welfare sector (million Euro)	3,3	1,1	3,9	0,8
Credit for companies in strategic sectors of the Portuguese economy (million Euro)	54,7	25,9	17,5	7,5
Renewable Energy credit (million Euro)	0	0	12,8	14,0
Waste treatment and recovery credit (million Euro)	2,9	4,7	1,7	1,6
Water and Wastewater Treatment credit (million Euro)	0	0	0	14,0





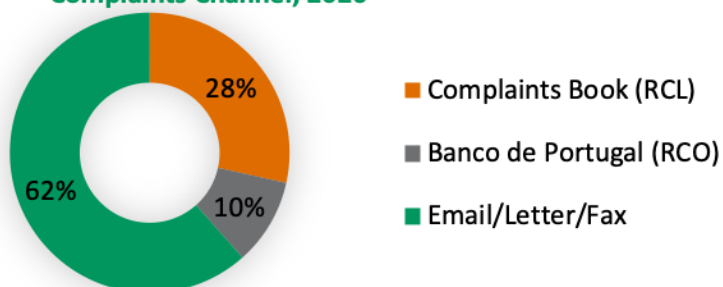
## Complaints

Number of complaints over the years



As mentioned above, the number of complaints in 2020 rose compared to 2019, and this increase was felt across the financial sector. Caixa Central had a 40% increase in the number of complaints in 2020, compared to 2019. 130 complaints were lodged in 2020.

Complaints Channel, 2020



Most of the complaints related to Caixa Central were via emails, letters and faxes. No complaints have been made in person.

As for Customer satisfaction, the studies point to a progressive increase, since 2019, in the Service Quality Index, reaching almost 85% in the second half of 2020.

### Customer satisfaction survey

	1S 2019	2S 2019	1S 2020	2S 2020
Quality of service index in the mystery shopper study	81,2%	82,9%	84,3%	84,9%





## 6.4 THE IMPORTANCE OF OUR SUPPLIERS

Regarding the Crédito Agrícola Group, Caixa Central works on a daily basis to have a positive impact, especially on the local communities where it operates. An example of positive local impact is our procurement policy.

Thus, Caixa Central has worked towards increasing the procurement of products and services from local suppliers. As Caixa Central is located in two regions, Lisbon District and Porto District, the upward trend regarding the number of local suppliers has been maintained since 2017. Additionally, nearly all of Caixa Central's suppliers are national suppliers, which means that they must comply with national freedom of association rules. The main suppliers at Caixa Central are involved in the supply of energy services, the purchase of consumables, technological development, IT equipment and specialised consultancy services.

529 Local suppliers	63% of purchases made locally
	EUR 47 million in purchases from local suppliers

	2017	2018	2019	2020
% of number of local suppliers *	53%	54%	56%	63%
% of value of local purchases *	84%	84%	85%	90%

\* "Local" means suppliers situated in the Districts of Lisbon and Porto, where Caixa Central is located.

Currently, Caixa Central does not yet analyse new suppliers in relation to social issues, labour practices or environmental issues. However, this work is being carried out internally.





## 6.5 OUR STAFF

Caixa Central is committed to looking after the rights of its Staff members, just like the Crédito Agrícola Group. Therefore, Caixa Central has worked to provide the conditions that allow all its employees to work with dignity. Issues such as gender equality, non-discrimination and training for team development and enhancement are essential for its employees to be able to provide quality services to the communities where we operate.

### 2020 staff data

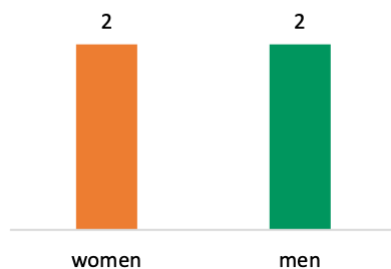
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- 551 employees, 5.8% more than in 2020
- 50.3% of our Staff members are Men and 49.7% are Women
- 67% of managerial positions are held by Men, and 33% are held by Women
- 97% of our Staff members work under open-ended employment contracts
- 55% of our Staff members have been with the Group for more than 15 years
- 67% of our Staff members are highly skilled workers
- 67.9% of our Staff members are aged between 40 and 59
- 14% of managerial positions are held by young people (up to 40 years old)
- 97% of our Staff members are unionised
- 47% of their training is related to "Management, Finance and Business Organisation".

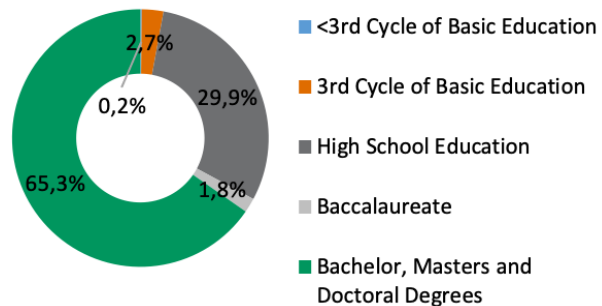
### Breakdown of Caixa Central de Crédito Agrícola Mútuo's Staff Members

	2017	2018	2019	2020
Caixa Central	436	478	521	551

Staff members with some degree of disability, 2020

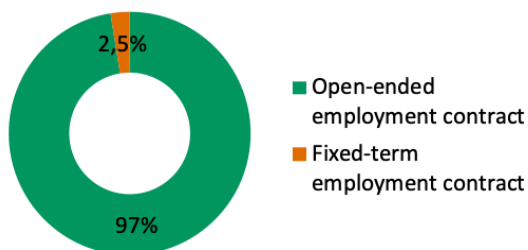


Staff members according to their educational background, 2020

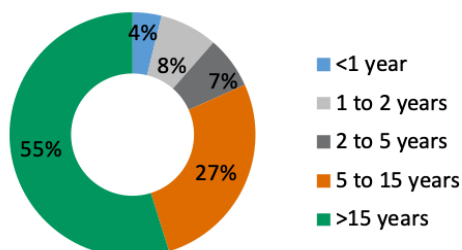




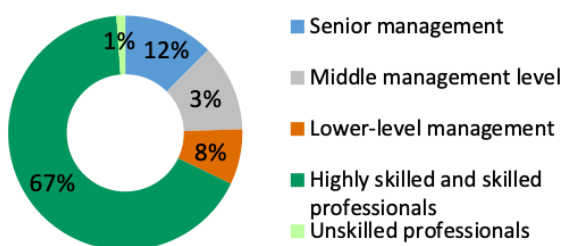
Staff members by contract, 2020



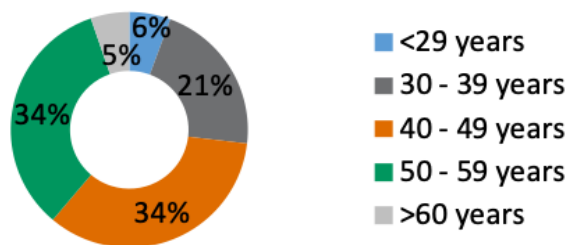
Staff Members according to seniority, 2020



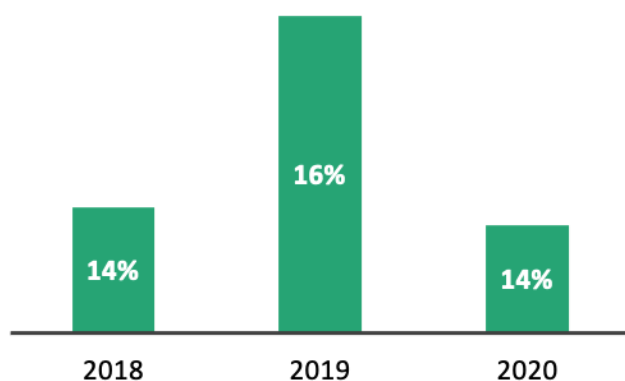
Staff Members by job, 2020



Staff Members by age group , 2020



% of managerial positions held by young people



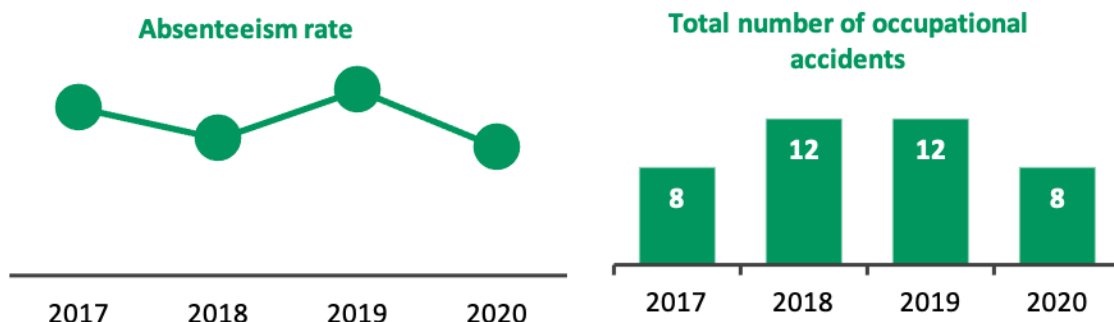
As of 31 December 2020, 97% of Caixa Central's Staff members were unionised:





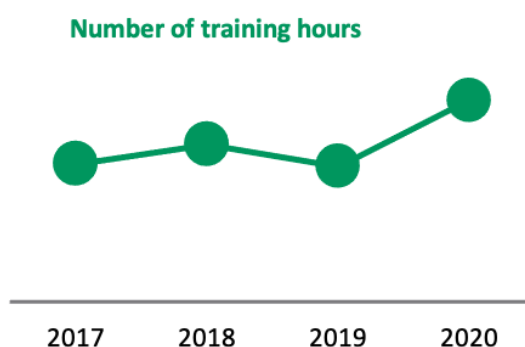
## Absenteeism rate and occupational accidents

In 2020, the absenteeism rate dropped to 3.4% in 2020, while it stood at 4.9% in 2019. The total hours of absence from work were 29,000 hours, instead of 39,000 hours in 2019. In 2020, the total number of occupational accidents dropped to the same level as in 2017.



## Training

In order to contribute to the development and enhancement of its staff members, Caixa Central is committed to their training. Thus, it is aligned with the global strategy of the Crédito Agrícola Group. In 2020, the number of training hours increased by 48.6%, and the average number of training hours per employee was 29.9 hours. 83% of training hours were in e-learning classes, almost double that of 2019.



### Number of attendants and training hours, 2020

Number of attendants	2017	2018	2019	2020
F2F	1107	482	426	94
E-learning	87	1133	278	2480
B-learning	0	0	14	14
Distance learning	0	0	0	231
Workload				
F2F	10268	5795	6016	1424
E-learning	2183	8484	5912	15095
B-learning	0	0	350	350
Distance learning	0	0	0	1376



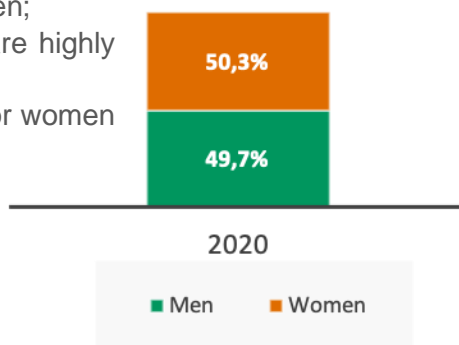
## Hours per training area, 2020



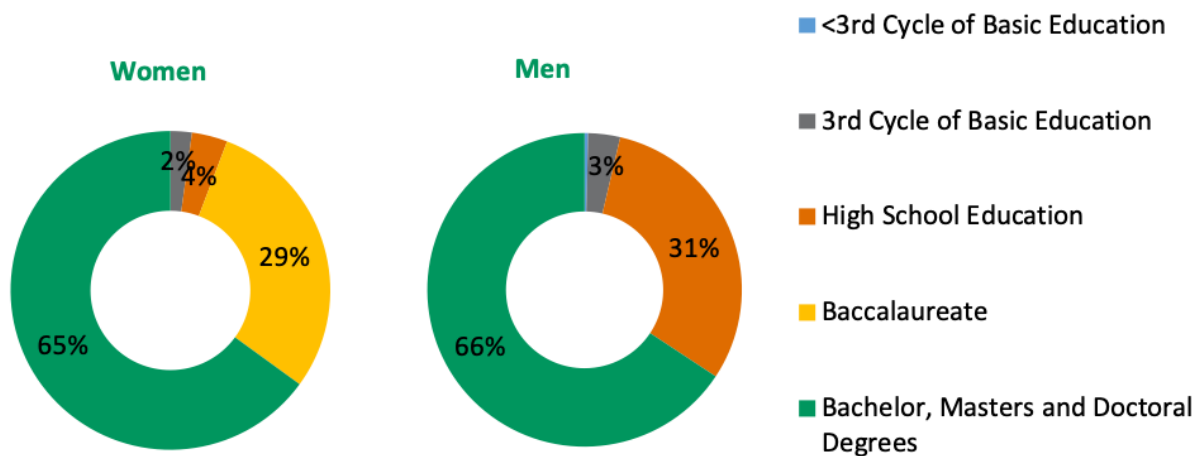
In 2020, the first training sessions on sustainability were held, regarding our Sustainability Policy.

## Gender equality

- 50.3% of our Staff members are Men and 49.7% are Women;
- 59% of male employees and 74% of female employees are highly skilled professionals;
- 31% of promotions for men are based on merit, whereas for women this figure reaches 47%;
- 5.3% of managerial positions are taken by women, while 10.7% are occupied by men



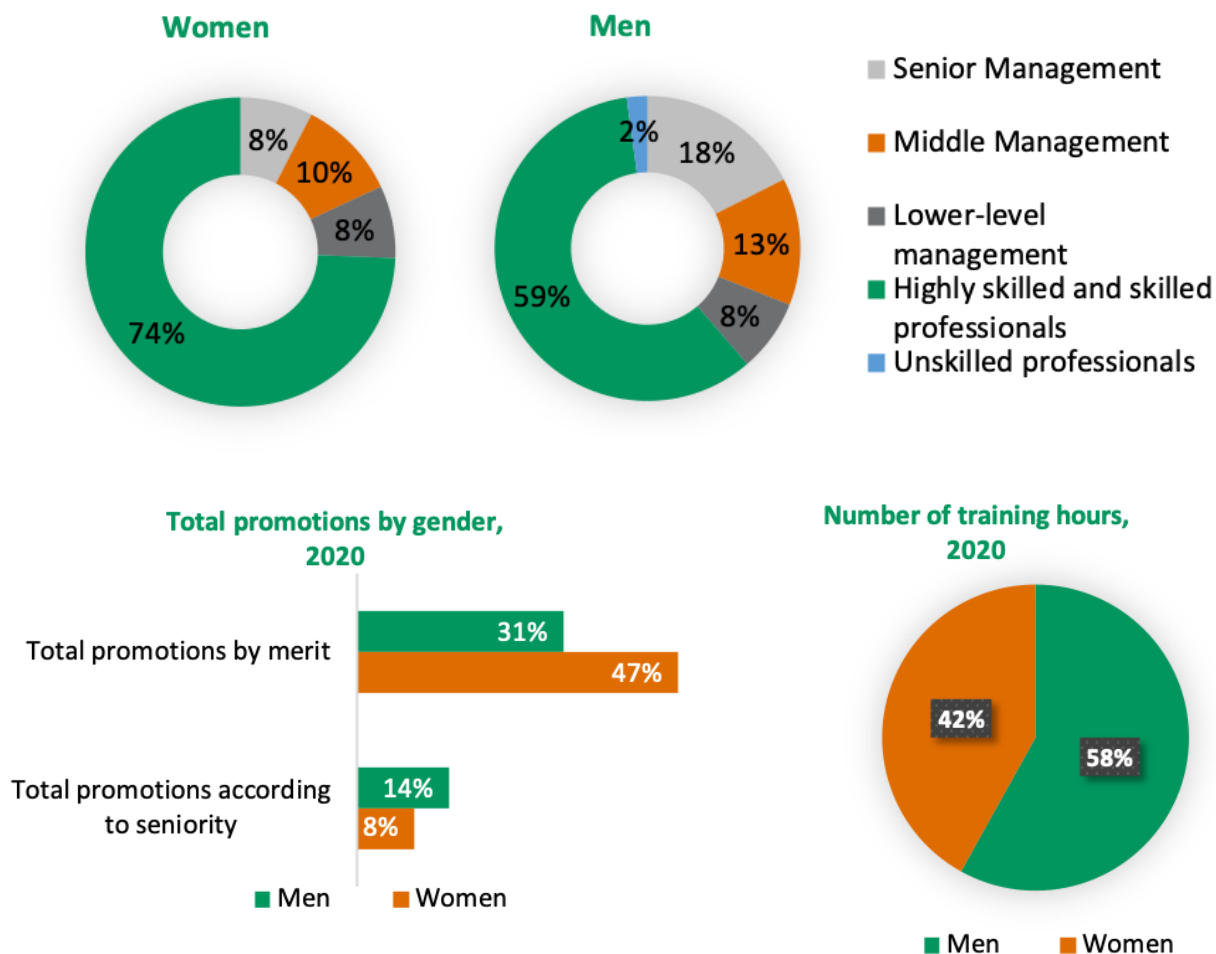
## Staff members according to their educational background, 2020



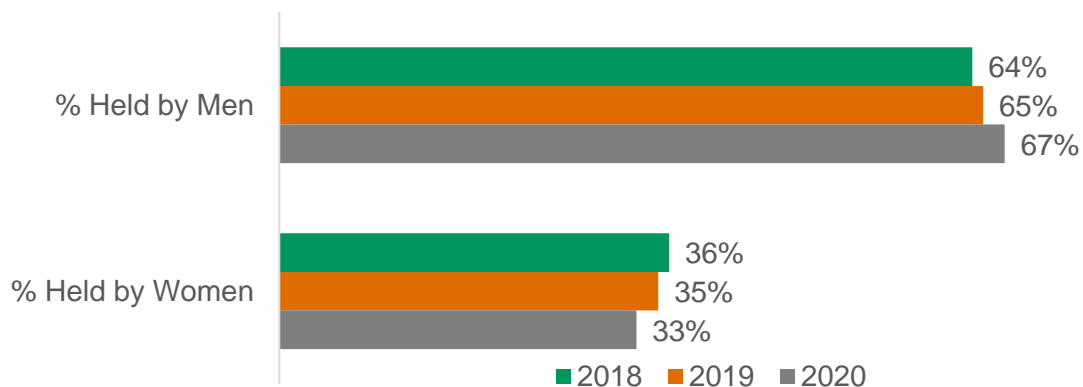




## Staff members by gender, 2020

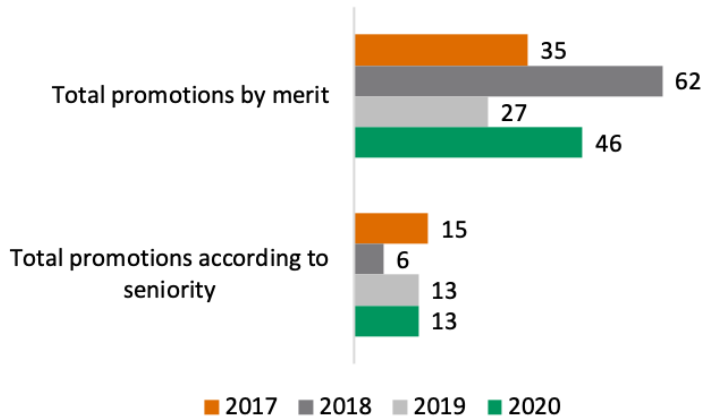


## % of managerial positions held by men and women



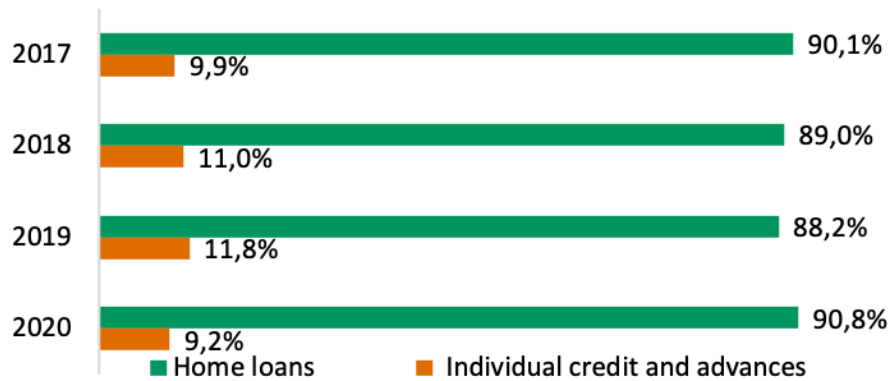


## Promotions



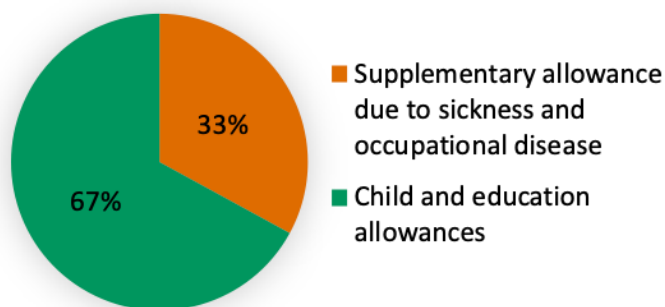
There was a 47.5% rise in the total number of promotions between 2019 and 2020, with the number of promotions by seniority remaining unchanged, while promotions by merit increased significantly.

## Credit granted to staff members



In 2020, 90.8% of employees had a mortgage with Crédito Agrícola, which meant an increase from the previous year of almost 3%.

## Social protection costs directly borne by Caixa Central, 2020



67% of the social protection costs borne by Caixa Central Bank were related to child and education allowances in 2020.

33% were supplementary allowances for sick pay and occupational disease.



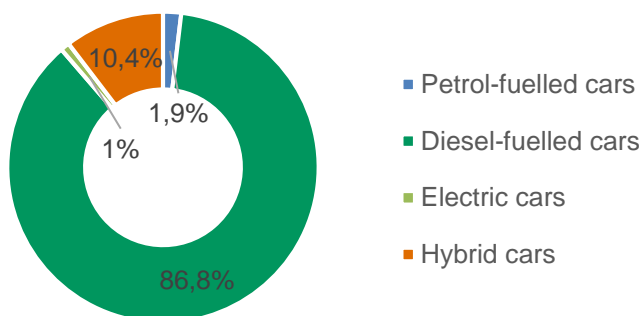


## 6.5 OUR STAFF

Like the Crédito Agrícola Group, Caixa Central is aware of the need to reduce the environmental impact of its activities. The main cause of this impact is related to the resources we consume and the CO2 emissions produced by our fleet. Consumption of resources such as water, paper and electricity are essential for the performance of our work activities. Below we present some of Caixa Central's environmental impacts as well as some initiatives to reduce these impacts.

### Mobility

Car fleet, 2020



Nearly all of our fleet still run on fossil fuels. However, there has been a reduction in the number of diesel and petrol-fuelled cars, as well as a reduction in the total number of cars, currently standing at 106.

In 2020, one electric car and two hybrid cars are purchased.

Regarding the number of kilometres travelled in 2020, there was a 48% decrease, from 1.1 million in 2019 to 594,000 kilometres in 2020. This decrease being largely explained by the measures to combat the pandemic, which limited travel.

### Consumption

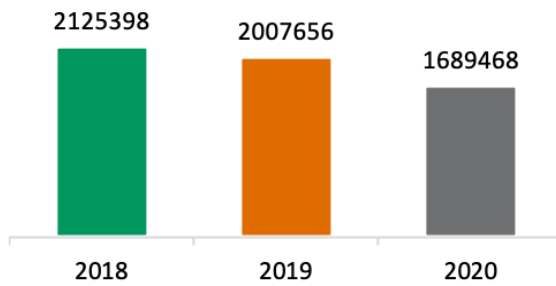
Similarly to the Crédito Agrícola Group, Caixa Central mainly consumes the following resources: electricity, water, fuel and paper. Hence, these consumables cause the greatest environmental impact. For most of these resources, their consumption has been decreasing since 2018 at a steady rate. There is an exception regarding petrol consumption which has been increasing, but seeing a welcome and significant drop in diesel consumption.

As for plastic consumption, which is still used by Caixa Central to carry out its activity, various actions have been taken to reduce its consumption. This includes ceasing the use of plastic consumables on the premises and the total elimination of purchase orders for these consumables. This trend towards eliminating the use of plastic has been kept up for two years in a row.

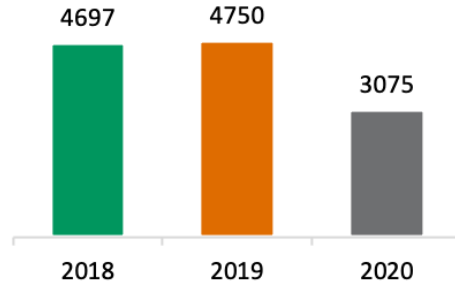




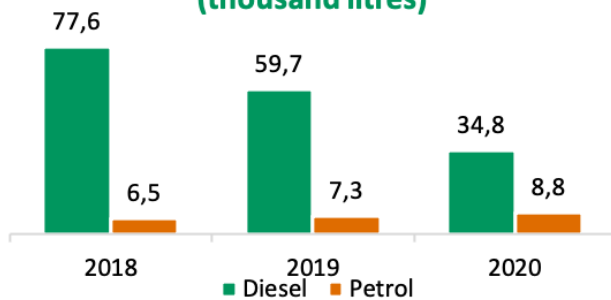
## Electricity (kWh)



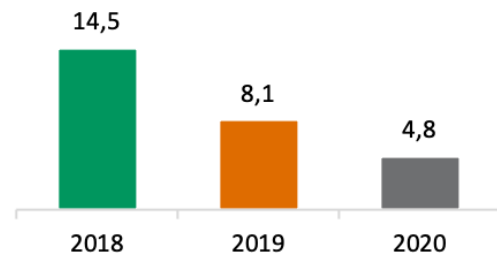
## Water (m<sub>3</sub>)



## Diesel and petrol (thousand litres)



## Paper (ton)



## Use of Plastics

Have you eliminated the use of disposable plastic consumables (cups, bottles and cutlery) in your facilities?



Yes, fully eliminated.

Have you eliminated orders for disposable plastic consumables (cups, bottles and spoons) in your facilities?

Yes, fully eliminated.

## Purchase of gifts

Have you stopped purchasing gifts made of plastic?



Nearly all.

Have you bought gifts made of sustainable materials in 2020?



About half of purchases

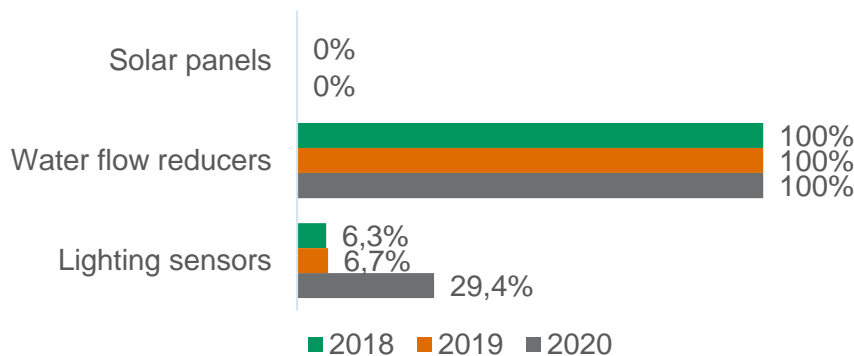




## Buildings

In 2020, the number of buildings Caixa Central owns went from 15 to 17. Currently, 100% of our buildings have some of the following environmental solutions, including water flow reducers and lighting sensors. In order to reduce electricity consumption, several solutions were implemented in 2020, such as the replacement of light bulbs with LEDs and more lighting sensors were acquired and are now present in five of our buildings, instead of just one, as in the previous year.

### Buildings with environmental solutions



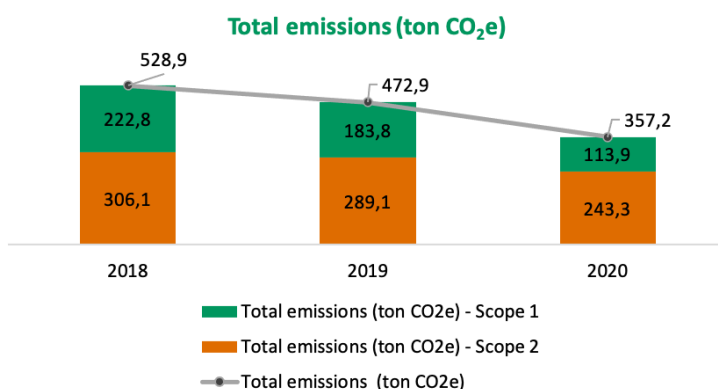
### Caixa Central's Carbon Footprint Calculator

Caixa Central was committed to calculating its carbon footprint in 2020. This footprint refers to consumption from 2018 onwards, which enables the normal performance of its activity. This means that fuel consumption for the Caixa Central's fleet (diesel and petrol), the generators required for the operation of some buildings under its responsibility and energy consumption such as electricity and natural gas were also taken into account.

The methodology used to calculate Caixa Central's carbon footprint was the same used for the entire Group, i.e., the *GHG - Greenhouse Gas Protocol* was used to calculate scope 1 and 2.

The largest amount of greenhouse gas emissions comes from the use of electricity, followed by fossil fuel consumption, particularly diesel-fuelled cars.

However, it is worth highlighting that although Caixa Central's revenue had an upward trend that did not mean a greater emission of greenhouse gases.



This is due to the energy saving measures that have been put in place, such as more lighting sensors, replacing light bulbs with LED lights, etc. These measures have resulted in a drop in energy consumption, by 7% in 2019 and 18% in 2020. In turn, this has had a direct impact on greenhouse gas emissions: in 2019, they dropped by 11%, whereas in 2020, they dropped by



25%. It is also worth noting that the consumption of resources at Caixa Central had a sharp decrease in 2020, due to the Covid-19 pandemic.

In 2020, Caixa Central's CO<sub>2</sub> emissions were the equivalent of driving a car around the Earth 51 times, i.e. totalling 2,043,825 km.

For each Caixa Central employee, 0.6 tonnes of CO<sub>2</sub> equivalent were emitted.

Thus, Caixa Central will continue to work to reduce its carbon footprint and set concrete goals so that the reduction is even more ambitious and can inspire the community where it operates to work towards the same goal.

### Environmental initiatives

In addition to measures to reduce electricity consumption, conversion of our fleet with more sustainable cars and reduce consumption of other materials, there are also other ways of improving Caixa Central's environmental performance. This includes the development of projects and initiatives that have a positive impact on the environment and sustainability. These projects and initiatives can make customers, employees and partners aware of their impact on the environment and may demonstrate alternative, more environmentally friendly courses of action.

### Zero Plastics Campaign



The "Zero Plastics" campaign was held for the second year in a row. This year, the main objective was to raise our Staff awareness of the use of plastic and its impact on the planet.

During the 2019 campaign, each Caixa Central employee was given a kit made up of more sustainable materials with a longer life span, such as a ceramic coffee cup, metal water bottle and a fabric bag. In 2020, the use of these materials was

reinforced, by eliminating plastic cups, spoons and water bottles. The Board of Directors also recommends that plastic should be excluded from the Group's gifts and communications materials.







## 7. Annexes

Crédito Agrícola Group		Caixa Central
Disclosures	Location/ Omission	Location/ Omission
<u>Organisational Profile</u>		
102-1 Organisation Name	Crédito Agrícola Group	Caixa Central
102-2 Activities, brands, products and services	Page 27 to 28; for more information, please read <a href="#">2019 Annual Report and Accounts</a> (Page 64 - 88)	Page 47; for more information, please read <a href="#">2019 Annual Report and Accounts</a> (Page 64 - 88)
102-3 Headquarters	Rua Castilho, 233-233 A 1099-004 Lisbon	Rua Castilho, 233-233 A 1099-004 Lisbon
102-4 Location of activities	Page 32; Mainland Portugal and Azores	Districts of Lisbon and Porto; Funchal.
102-5 Organisation type and legal status	Refer to the <a href="#">Legal Framework of Crédito Agrícola Mútuo</a> on the website.	
102-6 Market reach	The Crédito Agrícola Group's financial products are available on a nationwide basis, for individual and corporate Customers. For more information, please read <a href="#">2019 Annual Report and Accounts</a> (Page 53 - 63)	
102-7 Organisation scale	Page 20; 27 - 29	Page 45; 47 - 48
102-8 Information on Employees and other workers	Page 31 - 38	Page 50 - 55
102-9 Supply chain	Page 30	Page 49
102-10 Significant changes in the organisation and supply chain	There are no significant changes to report.	
102-11 Precautionary approach or principle	Page 12	
102-12 External initiatives	Page 18 - 19	
102-13 Membership in associations and/or national or international organisations	Page 15 - 16; 18 - 19.	
<u>Strategy</u>		
102-14 Message from the CEO or key decision maker	Pages 5 and 6	
102-15 Main impacts, risks and opportunities	Page 9 - 11	
<u>Ethics and integrity</u>		
102-16 Values, principles, standards and behaviour norms	Page 17, more information available in the <a href="#">Code of Ethics and Conduct</a> .	
<u>Governance</u>		
102-18 Governance structure	Page 13, more information in the Group's <a href="#">Organisation Chart</a> and <a href="#">2019 Annual Report and Accounts</a> (Page 30)	
102-20 Executive-level responsibility for economic, environmental and social issues	Page 13	
102-21 Consultation with stakeholders on economic, environmental and social issues	Page 14	





102-22	Composition of the highest decision-making governing body and its committees	Page 13, more information in the <a href="#">2019 Annual Report and Accounts</a> (Page 30 - 42)
102-23	Chairman of the highest governing body with decision-making powers	Visit the website: <a href="#">Corporate Bodies of Caixa Central</a> ; <a href="#">Corporate Bodies of FENACAM</a> .
102-24	Appointing and selecting the governing body with the greatest decision-making powers	Page 13, more information in the <a href="#">2019 Annual Report and Accounts</a> (Page 34 - 42)
102-26	Role of the highest governing body in defining purpose, values and strategy	Page 13, more information in the <a href="#">2019 Annual Report and Accounts</a> (Page 30 - 42)
102-27	Collective knowledge of the governing body with the greatest decision-making powers	Page 13
102-29	Identifying and managing economic, environmental and social impacts	Pages 12 and 13
102-32	The role of the highest governing body in sustainability reporting decisions	Page 13
<b>Engagement with stakeholders</b>		
102-40	List of stakeholder groups	Page 15
102-41	Collective labour agreements	GCA employees are covered by a collective labour agreement.
102-42	Identifying and selecting stakeholders	Page 15
102-43	Approach to stakeholder engagement	Page 15
<b>Reporting Practices</b>		
102-45	Entities included in the consolidated financial statements	The consolidated financial statements include Caixas de Crédito Agrícola Mútuo, Caixa Central, FENACAM, CA Seguros, CA Gest, CA Vida, CA Capital, CA Imóveis, CA Informática and CA Serviços. The consolidated financial statements only include Caixa Central.
102-46	Defining the content and scope of the report	Content: Non-financial information report of Crédito Agrícola Group and Caixa Central Scope: The Report covers the activities carried out by the companies belonging to the Crédito Agrícola Group and Caixa Central.
102-47	List of relevant themes	201: Economic Performance; 202: Labour Market Presence; 203: Indirect Economic Impacts; 204: Procurement Practices; 205: Anti-corruption; 206: Anti-competitive behaviour; 302: Energy; 305: Emissions; 308: Environmental analysis of suppliers; 401: Employment; 402: Labour Relations; 403: Occupational Health and Safety; 404: Education and Training; 405: Diversity and Equal Opportunities; 406: Non-discrimination; 407: Freedom of Association and Collective Agreements; 413: Local Communities; 414: Social analysis of suppliers; 415: Public policy; 418: Consumer privacy; 419: Socio-economic compliance
102-48	Information Update	No significant updates have been made to the structure or information from previous years.
102-49	Amendments to the report	No significant changes have been made to the reporting structure for the past year.
102-50	Reporting period	The reporting period is from 1 January to 31 December 2020, containing history/comparison of 2017, 2018 and/or 2019 where possible and necessary.
102-51	Date of most recent report	2019
102-52	Reporting cycle	The reporting cycle for sustainability-related information is annual.





102-53	Contact person for questions related to the report	Communication and Institutional Relations Office - <a href="mailto:sustentabilidade@creditoagricola.pt">sustentabilidade@creditoagricola.pt</a>							
102-54	Statement that the report is prepared in accordance with the GRI Standards	The report has been prepared in accordance with the GRI Standards for the 'in accordance' option - Core.							
102-55	GRI Content Index	This Annex - GRI Table, Page 60.							
103-1	Explanation of the relevant topic and its scope	Page 2	Page 2						
103-2	The management approach and its components	Page 13	Page 13						
103-3	Evaluation of the management approach	Page 13	P.12						
<b>Economic Indicators</b>									
201-1	Direct economic value generated and distributed	Page 20	Page 45						
201-2	Financial implications and other risks and opportunities arising from climate change	Pages 10 and 11							
202-1	Range of entry-level wage by gender compared to the local minimum wage	Gender:	Average entry wage (excluding members of the Board of Directors)	National minimum wage	Ratio	Gender:	Average entry wage (excluding members of the Board of Directors)	National minimum wage	Ratio
		Males	1 874,67 €	€ 665	2,8	Males	3 265,68 €	€ 665	4,9
		Females	1 395,02 €	€ 665	2,1	Females	1 960,65 €	€ 665	2,9
203-1	Investments in infrastructure and services	Pages 23 - 26; 43 - 44.				Pages 46 and 59.			
203-2	Significant indirect economic impacts	Page 9 - 11							
204-1	Proportion of costs with local suppliers	Page 30	Page 49						
205-2	Communication and training on anti-corruption policies and procedures	Number of Senior Management members (Board of Directors and Executive Board) who received information on the internal Anti-Corruption Policy: All members of the Board of Directors and Senior Managers received information on the Code of Ethics and Conduct. Number of employees (excluding those above) who received information on internal Anti-Corruption Policy: All employees (4090) received information on the Code of Ethics and Conduct. Number of Senior Management members (Board of Directors and Executive Board) who received training on the internal Anti-				Number of Senior Management members (Board of Directors and Executive Board) who received information on the internal Anti-Corruption Policy: All members of the Board of Directors (5) and Senior Managers received information on the Code of Ethics and Conduct. Number of employees (excluding those above) who received information on internal Anti-Corruption Policy: All employees (551) received information on the Code of Ethics and Conduct. Number of Senior Management members (Board of Directors and Executive Board) who received training on the internal Anti-			



**Corruption Policy:**

In 2020, a Course on the Prevention of Money Laundering was held, attended by 43 Board members and a Course on the Code of Ethics and Conduct, attended by one Board member. Additional training on the Code of Ethics and Conduct will be held in May 2021.

**Number of employees (excluding those above) trained in the internal Anti-Corruption Policy:**

A Course on the Prevention of Money Laundering was held, attended by 3094 employees and a Course on the Code of Ethics and Conduct, attended by 123 employees. In May 2021, additional training on the Code of Ethics and Conduct will be held for the remaining employees.

**Corruption Policy:**

In 2020, a Course on the Prevention of Money Laundering was held, which was attended by 10 Board members. Training on the Code of Ethics and Conduct will be held in May 2021.

**Number of employees (excluding those above) trained in the internal Anti-Corruption Policy:**

A Course on the Prevention of Money Laundering was held, attended by 157 employees and a Course on the Code of Ethics and Conduct, attended by 5 employees. In May 2021, more training courses on the Code of Ethics and Conduct will be held for the remaining employees.

206-1 Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes

In 2020, no legal actions were filed by and/or against the Crédito Agrícola Group and Caixa Central.

Environmental Indicators							
302-1	Energy consumption within the organisation	2018	2019	2020	2018	2019	2020
	Fuel - diesel (GJ)	35 617	33 771	26 366	2805	2160	1257
	Fuel - diesel (generator) (GJ)	40	127	33	0	93	5
	Fuel - petrol (GJ)	3800	4134	4783	220	247	297
	Total electricity consumption (GJ)	199 548	180 573	170 293	19 132	18 072	15 208
	Total produced energy (GJ)	429	450	299	429	450	299
	Total consumed energy (GJ)	238 576	218 155	201 175	21 729	20 121	16 468
	Describe methodologies used, calculation tools	GHG Protocol			GHG Protocol		
	Sources of conversion factors used:						
	Diesel	Diesel: 1 ton = 1.034 PCI (toe/t)					
	Petrol	Petrol: 1 ton = 1.075 PCI (toe/t)					
	Electricity	Electricity: 1 kWh =0.000215 toe/kWh					
	Conversion rate	1 toe = 41.87 GJ					
302-3	Energy Intensity	2018	2019	2020	2018	2019	2020
	Energy Ratio for the organisation (GJ)						
	Number of employees	58,6	52,6	49,2	45,5	38,6	29,9
	Profit made (EUR)	2,1	1,7	2,3	1,6	1,0	0,6
	Metric used for the denominator						
	Number of employees	4068	4145	4090	478	521	551





	Profit made (EUR)	112 519	131 464	86 509	13 998	20 552	27 762
	Types of energy included in the ratio	Fuel (diesel, petrol and diesel for generators) and electricity.			Fuel (diesel, petrol and diesel for generators) and electricity.		
	Ratio includes:	Total energy consumption within the organisation			Total energy consumption within the organisation		
302-4	Reducing energy consumption	2018	2019	2020	2018	2019	2020
	Energy consumption reduction measures	Pages 39 - 43			Page 56 - 59		
	Amount of energy saved resulting from direct energy efficiency measures or savings (GJ)	n.a.	20 421	16 979	n.a.	1607	3654
	% reduction	n.a.	-9%	-8%	n.a.	-7%	-18%
	Types of energy that have been used	Fuel (diesel, petrol and diesel for generators) and electricity.			Fuel (diesel, petrol and diesel for generators) and electricity.		
	Explanation of the reduction calculation method	Reductions calculated based on consumption in the previous year.			Reductions calculated based on consumption in the previous year.		
	Methodology used	GHG Protocol			GHG Protocol		
303-5	Total water consumption	2018	2019	2020	2018	2019	2020
	Water used from the municipal network (m³)	1 187 009	1 226 263	1 227 129	4 697	4 750	3 075
305-1	Total direct greenhouse gas emissions	2018	2019	2020	2018	2019	2020
	Total emissions scope 1 (ton CO2e)	2916,1	2815,5	2309,9	222,8	183,8	113,9
	Stationary and mobile combustion	2910,3	2814,8	2299,9	222,8	183,8	113,9
	Fugitive emissions	5,7	0,6	10,0	0	0	0
	Please mention which gases are included in the calculation	Main greenhouse gases: CO2, N2O, CH4.					
	Source used for emission factors and GWP	Emission factors: Ordinance No. 17313/2008 and Ordinance No. 15793-D/2013 GWP: IPCC 2007					
	Emissions consolidation approach.	Financial Control					
	Methodologies and calculation tools.	GHG Protocol					
305-2	Total indirect emissions resulting from electricity generation	2018	2019	2020	2018	2019	2020
	Total emissions scope 2 (ton CO2e)	3192,2	2888,7	2724,2	306,1	289,1	243,3
	Emissions from energy production used	It was not possible to calculate this value. Energy is supplied by various suppliers within 75 Caixas Associadas, FENACAM, 5 subsidiary companies and Caixa Central.					
	Market-based value	It was not possible to calculate this value. Energy is supplied by various suppliers within 75 Caixas Associadas, FENACAM, 5 subsidiary companies and Caixa Central.					
	Location-based value	3192,2	2888,7	2724,2	306,1	289,1	243,3
	Please mention which gases are included in the calculation	Main greenhouse gases: CO2, N2O, CH4.					
	Source used for emission factors and GWP	Emission factors: Ordinance No. 17313/2008 and Ordinance No. 15793-D/2013 GWP: IPCC 2007					





	Emissions consolidation approach.	Financial Control					
	Methodologies and calculation tools.	GHG Protocol					
305-4	GHG emission intensity	2018	2019	2020	2018	2019	2020
	Emission intensity ratio						
	Number of employees	1,50	1,38	1,23	1,11	0,91	0,65
	Profit made (EUR)	0,05	0,04	0,06	0,04	0,02	0,01
	Metric used for the denominator						
	Number of employees	4068	4145	4090	478	521	551
	Profit made (EUR)	112 519	131 464	86 509	13 998	20 552	27 762
	Types of emissions included	Scope 1 and 2					
	Please mention which gases are included in the calculation	Main greenhouse gases: CO <sub>2</sub> , N <sub>2</sub> O, CH <sub>4</sub> .					
305-5	Reduction of GHG emissions	2018	2019	2020	2018	2019	2020
	Emission production reduction measures	Page 42 - 43			Page 58- 59		
	Reduction in CO <sub>2</sub> equivalent ton	n.a.	404,1	670,0	n.a.	56,0	115,7
	% reduction on previous year	n.a.	-6,6%	-11,7%	n.a.	-10,6%	-24,5%
	Please mention which gases are included in the calculation	Main greenhouse gases: CO <sub>2</sub> , N <sub>2</sub> O, CH <sub>4</sub> .					
	Base year for the calculation	Reductions calculated based on emissions in the immediately previous year.			Reductions calculated based on emissions in the immediately previous year.		
	Types of emissions included	Scope 1 and 2					
	Methodologies and calculation tools.	GHG Protocol					
305-7	Emissions of nitrogen oxides, sulphur oxides and other emissions	2018	2019	2020	2018	2019	2020
	Significant gas emissions (kg):	9596,5	10503,5	8195,3	662,6	890,0	456,4
	NO <sub>x</sub> (kg)	6992,3	7642,8	6007,3	472,5	632,5	325,3
	NMVOCs (kg)	0,0	0,1	0,0	0,0	0,1	0,0
	PM <sub>2.5</sub> (kg)	2602,1	2854,1	2186,2	190,1	252,8	130,9
	PM <sub>10</sub> (kg)	0,2	0,5	0,2	0,0	0,3	0,0
	SO <sub>x</sub> (kg)	1,9	6,0	1,6	0,0	4,3	0,2
	Sources of emission factors	Air pollutant emission inventory guide - 2019 provided by the European Environment Agency (EEA) <a href="http://efdb.apps.eea.europa.eu/">http://efdb.apps.eea.europa.eu/</a>					
	Methodologies and calculation tools.	GHG Protocol, based on emission factors.					







308-1	Percentage of new suppliers that were screened using environmental criteria	Page 30	Page 49
<u>Social Indicators</u>			
401-1	Contracted employees and employee turnover	Page 31 - 33	Pages 50 and 51
401-2	Benefits offered to full-time employees that are not available to temporary/part-time workers	Page 36 - 38	Page 55
402-1	Minimum notice period regarding operational changes	The Crédito Agrícola Group and Caixa Central comply with the deadlines pursuant to law.	
403-2	Types and rates of injuries, occupational diseases, absenteeism and number of work-related deaths	Page 34	Page 52
404-1	Average hours of training/year per employee	Page 34 - 35	Page 52 - 53
405-1	Diversity in governance bodies and staff	Page 35 - 36	Page 53 - 54
406-1	Total number of discrimination incidents and corrective actions taken	In 2020, no reports relating to discrimination were made to the Crédito Agrícola Group and Caixa Central.	
407-1	Operating units and suppliers where freedom and collective bargaining rights may be at risk	Page 30	Page 49
413-1	Operational units with local community engagement, impact assessment and development programmes	Page 24	
414-1	Percentage of new suppliers that were screened using labour practices criteria	Page 30	Page 49
418-1	Number of complaints regarding breaches of privacy and loss of customer information	2	1
419-1	Significant pecuniary fines and total number of non-monetary sanctions for non-compliance with laws and regulations	0 (zero)	0 (zero)





**2020**

SUSTAINABILITY  
REPORT

