



EUROPEAN ASSOCIATION
OF CO-OPERATIVE BANKS

THE EUROPEAN ASSOCIATION
OF CO-OPERATIVE BANKS

Inventory of CSR Practices

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**This document was elaborated by the experts of the Corporate Social Responsibility & Co-operative Affairs Working Group of the EACB that is chaired by Mr Etienne Pflimlin, Honorary President of Crédit Mutuel.*



RZB Group

www.rzb.at

Raiffeisen Zentralbank Österreich AG (RZB) is the core company of the RZB Group. Founded in 1927, RZB is Austria's third-largest bank and the lead institute of the Austrian Raiffeisen Banking Group (RBG), making it the largest banking group in the country in terms of balance sheet total. The RBG represents about one quarter of the domestic banking market, has the densest network of banks in the country, with about 2,083 independent banks and their branches, and employs more than 29.000 people.

The RBG has a three-tier structure and comprises the Raiffeisen banks, the Raiffeisen regional headquarters at provincial level and RZB. The Raiffeisen banks are private cooperative banks and owners of the Raiffeisen regional headquarters of their respective province. These in turn together hold around 90 per cent of the RZB common shares.

RZB Group at a glance

Founded in 1927, Raiffeisen Zentralbank Österreich AG (RZB) is the central institution of the Austrian Raiffeisen Banking Group (RBG), the country's largest banking group, head of the RZB Group, including Raiffeisen Bank International AG (RBI) and the service unit for the Raiffeisen Group in Austria. It also acts as the steering holding for the whole RZB Group and, creating synergies and joint solutions, as a hub between the RBG and Raiffeisen Bank International (RBI) with its banking network in Central and Eastern Europe (CEE).

RZB holds approximately 60.7 per cent of the shares in its listed subsidiary RBI. It owns the largest international banking network in Central and Eastern Europe via RBI. Subsidiary banks, leasing companies and a range of other financial service providers cover the 15 markets in this region. A total of around 54.700 employees serve approximately 14.8 million customers at around 2.800 offices.

CSR Activities & Actions of the RZB GROUP

The RZB Group is one of the signatory companies of the UN Global Compact (UNGC) and is therefore committed to consistently complying with the ten UNGC principles of responsible business. These principles include the core areas of human rights, labor standards, environmental protection and combating corruption. The concomitant attitude of global responsibility is expected of all staff and managers as well as of partners and suppliers. Furthermore we have our Code of Conduct (CoC) for dealing with customers, business partners and employees, which is applicable across the Group and is available on all web sites of the RZB Group. It is based on the fundamental Raiffeisen values and is oriented towards the specific requirements of everyday business at home and abroad.

The group-wide management of the sustainability agendas and coordination of the operational implementation is assigned to the Sustainability Management Department, which is supported by representatives of the specialized units and business fields as well as the sustainability officers at the network banks.



The RZB Group declared objective is to concentrate on those areas with significant potential impact for sustainability. This includes continuously improving the sustainability effect of our business activities as well as making it traceable and measurable. This is how we aim to achieve a long-term increase in the value of our group of companies and make an active contribution to the sustainable development of our society. In all spheres of action, we act in accordance with the three pillars of sustainability – business, society and environment – and determine our role accordingly. Nine key action points specify our sustainability mandate. Further information can be found in our sustainability report.

- **What is the level of awareness of CSR in Austria?**

Implementation of the EU Directive 2014/95/EU on non-financial-reporting

In short

<i>CSR Report 2014</i>	http://www.rzb.at/eBusiness/01_template1/832624473864488257-832624426888283369_832626661613455943_837315775709624963-837315775709624963-NA-2-EN.html
<i>Framework use to report on CSR activities</i>	GRI G4
<i>CSR Agencies Ratings/ indices</i>	oekom research, Vigeo, Sustainalytics, VÖNIX
<i>CSR Labels</i>	See below
<i>TOP CSR Achievement in 2014</i>	<p>Added Value analysis of the RZB Group in Austria The economic contribution of the RZB Group is quantified with regard to the gross added value and employment generated. In the year 2013, the RZB Group achieved turnover of € 5,884.0 million, of which € 433.1 million in Austria. With staff and material costs relevant to added value in Austria amounting to € 716.5 million, a direct value creation contribution of € 341.1 million and a total gross value added of € 735.5 million were generated throughout Austria. This means that for every euro earned by the RZB Group in Austria, another € 1.16 of added value are triggered. The contribution to the gross domestic product (GDP) amounts to a total of 0.23 per cent. 4,300 people found employment in the RZB Group in 2013. Through the intermeshing of intermediate input operations in Austria as well as income effects, another 5,236 jobs (indirect and induced) were created or secured in Austria. The total effect of 9,536 employed persons corresponds to a share of 0.27 per cent of all persons employed in Austria¹, or is approx. the number of people employed in beverage production in Austria.</p>



Austria

<i>Awards</i>	Econ Awards, ASRA (Austrian Sustainability Reporting Award), Carbon Disclosure Project
<i>Stakeholder Council</i>	<p>The RZB Group's most important communication format is the annual Stakeholder Council, in which various stakeholder groups enter into dialog with representatives of our Managing Board and management. The goals of the event are dialog and knowledge transfer, informing the participants about progress achieved, discussing possible actions and jointly considering and dealing with current sustainability questions.</p> <p>The Stakeholder Council of the RZB Group was held for the fifth time in Vienna on November 12, 2014. The participants were 65 people from various stakeholder groups (customers and business partners, employees and owners, the world of finance and rating agencies, education and research, interest groups, media, policymakers and administration, NGOs and NPOs) as well as representatives from the Managing Boards of RZB AG and RBI AG. In the run-up to the Stakeholder Council 2014, a focus group with 20 internal and external experts was held for the first time on the topic of "RZB Group 2025: Sustainable Future Scenarios and Strategies".</p>
<i>Communication and awareness-raising</i>	<p>Blog on sustainability and corporate responsibility</p> <p>It is important for the RZB Group to continuously improve staff awareness in the area of sustainability. Communication is a key element for raising awareness. In order to offer as many colleagues as possible the opportunity to participate actively in this, RZB Group has chosen the format of a blog. The internal Raiffeisen "Blog on sustainability and corporate responsibility" has been established since September 2013 and has about 2.000 readers per month.</p> <p>"Raiffeisen Sustainability Challenge 2014"</p> <p>In order to involve employees in generating innovative, practical ideas relating to sustainability, the Climate Protection Initiative (RKI) started the "Raiffeisen Sustainability Challenge 2014" in September 2014. Ideas spanning the entire spectrum of sustainability topics were solicited. Three categories were available for submissions: Sustainable financial products & services, sustainable building, renovation & mobility and company-internal measures. In total, 174 project ideas were developed in 14 RKI member companies in Austria.</p>

- **What is the word that best illustrates the co-operative difference of Raiffeisen Group?**
Collaboration
- **Additional useful links to find out more about the CSR activities of Raiffeisen Group**



Austria

- **webpage/Sustainability management:**

http://www.rzb.at/eBusiness/01_template1/832624473864488257-832624426888283369_832626661613455943-832626661613455943-NA-2-EN.html

- **Video:**

http://www.rzb.at/eBusiness/01_template1/832624473864488257-832624426888283369_832626661613455943-832626661613455943-NA-2-EN.html



Nykredit

www.nykredit.com

www.facebook.com/nykredit

www.linkedin.com/company/nykredit

Nykredit was founded by homeowners – for homeowners – with the clear objective to make it possible for all Danes to own their own home. We are a customer-driven financial mutual – and have been for more than 160 years.

Banking and mortgage lending are our core business areas, and in addition to being Denmark's largest lender we are also one of the largest private bond issuers in Europe. We also have activities within insurance, leasing, pension and estate agency business.

Homeowners can feel safe with Nykredit. We know our homeowners extremely well as we have financed their homes since 1851. We want to be Danish homeowners' preferred financial partner and their first choice in all housing matters. This is achieved by providing the highest quality advice and the best offers and services. In everything we do we strive to provide homeowners with that little something extra that makes them choose us as their competent financial partner. At the same time, we are developing and expanding the Totalkredit partnership. We want our 61 local and regional partner banks to feel that we share our expertise and capacity and offer competence, respect and a determination to establish joint solutions leading to joint synergies.

Nykredit at a glance

Founded in 1851

Number of staff: Approx 4,000 (full-time equivalents)

Foreningen Nykredit (the Nykredit Association) is the principal shareholder of the Nykredit Group

Group profit before tax: DKK 666m

Equity: DKK 59.5bn

Revenue/top line/business income: DKK 11.5bn

Assets under administration: DKK 669bn. Assets under management: DKK 137bn

Market leader in mortgage lending: Market share of approx 43%

Denmark's largest lender: 31% of the loan market

One of Denmark's largest banks: 6% market share (bank lending)

Main activities: Banking and mortgage lending

Other activities are insurance, leasing, pension, investment and estate agency business



CSR Activities & Actions of Nykredit

Based on Nykredit's business concept – Financial Sustainability – we will contribute to securing a stable and efficient financial market and thus meet the expectations and requirements of our customers, staff and other stakeholders.

As the largest Danish credit provider with more than 1.1 million customers, our financial strength is of great importance to Danish society. That in itself involves social responsibility.

As a major workplace and a business, Nykredit plays an important part in society and as such strives actively to assume our social responsibility through support of and direct involvement in Danish society – locally as well as nationally.

As a customer-driven financial mutual, we feel especially obligated to show commitment and assume responsibility – culturally, socially and otherwise, contributing to a positive development in the Danish society.

Nykredit has adopted the UN Global Compact initiative and its 10 principles on human rights, labour standards, environment and anti-corruption. Nykredit also has a socially responsible investment (SRI) policy and has adopted the UN principles for responsible investment, UNPRI.

Nykredit has a climate and environment strategy that will contribute to a greener Denmark.

Furthermore, Nykredit also contributes to the development of the Danish society by engaging in numerous non-profit activities in the areas of art, culture, public health, sports, climate and environment, social projects, etc.

- **What is the level of awareness of CSR in Danemark?**

The previous government decided on the “Action Plan for Corporate Social Responsibility 2012-2015” which has four focus areas:

Strengthening the respect for international principles

Increasing responsible growth through partnerships

Increasing transparency

Using the public sector to promote a good framework for responsible growth

Link: http://samfundsansvar.dk/file/318420/uk_responsible_growth_2012.pdf

In short

<i>CSR Report 2014</i>	http://viewer.zmags.com/publication/94a9a138#/94a9a138/1
<i>Framework use to report on CSR activities</i>	GRI
<i>CSR Agencies Ratings</i>	N/A
<i>CSR Labels</i>	N/A
<i>TOP CSR Achievement in 2014</i>	N/A
<i>Awards</i>	N/A

- **What is the word that best illustrate the co-operative difference of Nykredit?**

Mutuality



OP Financial Group

www.op.fi

 www.facebook.com/OP.fi

 @OP_Ryhma

OP Financial Group is Finland's largest financial services group. It provides its customers with the best loyalty benefits and the most extensive and diversified range of banking, investment and insurance services. The Group has three business segments: Banking, Non-Life Insurance, and Wealth Management.

The Group consists of some 180 independent member cooperative banks and OP Cooperative which they own, including its subsidiaries and closely related companies. Group's operations are based on the cooperative principle - cooperation and sharing the fruits of success with everyone. OP's mission is to promote the sustainable prosperity, safety and wellbeing of their owner-members, customers and operating regions. Our long-term customer-centred approach also enables continuous renewal. We develop our services and products to meet our customers' needs.

OP at a glance (facts and figures)

Earnings before tax, € million	915
Banking	587
Non-Life Insurance	223
Wealth Management	161
Returns to owner-members and OP bonus customers	195
Common Equity Tier 1 (CET1) ratio, 15.1 %	
Joint banking and insurance customers (1,000)	1,590
At year-end, the Group employed	12,356 persons

CSR Activities & Actions of OP Financial Group

OP Financial Group uses the term 'corporate social responsibility' (CSR), since this encompasses all of the impacts of our operations. Responsibility is an integral part of OP's values and strategy, and the Group is committed to promoting CSR in its business.

Economic and social responsibility have long traditions in the history of OP, and CSR is deeply embedded in its operations and day-to-day activities in Finland. The Group's strategic goal is to be a pioneer in CSR in the Finnish financial sector. OP collaborates with various stakeholder groups in assessing the importance of CSR to its stakeholders. Daily activities are guided by OP's Corporate Social Responsibility Programme and Code of Business Ethics.



OP respects and complies with the principles of economic, social and environmental responsibility recognized internationally in the sector. OP Financial Group has signed the UN Global Compact and committed to the UN Principles for Responsible Investment.

OP's CSR programme

OP Financial Group's Corporate Social Responsibility Programme comprises five themes, with KPIs for each theme and targets for each KPI.



According to materiality assessment conducted among key stakeholders, the most important aspects of CSR at OP are its economic performance and stability, customer privacy, the prevention of financial crime, ethical business operations, the management of CSR-related risks and the availability of financial and other services. Other key aspects included the development of e-services in banking and insurance, occupational health and safety of employees, training and development and impacts on society. These results were consistent with OP's previous materiality assessment and Corporate Social Responsibility Programme. Further information is available in the GRI Corporate Social Responsibility Data section, under the Materiality assessment section.

• **What is the level of awareness of CSR in Finland?**

The level of CSR awareness is relatively high in Finland, and many Finnish companies are active perceiving CSR as a potential competitive advantage. The Finnish government provides a legal framework and emphasises additional voluntary action. National CSR policy is governed by the Ministry of Employment and the Economy but dealt with also in the Ministry for the Environment, the Ministry of Foreign Affairs and the Prime Minister's Office.



Finland

Ministry of Employment and the Economy but dealt with also in the Ministry for the Environment, the Ministry of Foreign Affairs and the Prime Minister's Office. The government promotes key international initiatives such as the OECD guidelines, UN Global Compact, and ILO principles.

In short

CSR Report 2014	http://op-year2014.fi/filebank/2066-OP_Year_2014.pdf
Framework use to report on CSR activities	-GRI4 (http://op-year2014.fi/filebank/2067-OP_GRI_CSR_Data_2014.pdf) - integrated report
CSR Agencies Ratings	-CDP climate change report (latest score 91, and 85 in 2014) - Vigeo
CSR Labels	 
TOP CSR Achievement in 2014	Improved reporting: first integrated CSR report and improved calculation of Co2 footprint by third party with target to decrease each year

- **What is the word that best illustrates the co-operative difference of OP Financial Group?**

Human

- **Additional Useful Links to find out more about the CSR activities of OP Financial Group**

<https://www.op.fi/op/op-financial-group/corporate-responsibility?id=80400&srcpl=1&kielikoodi=en>

taloudessa.fi

Also Some press releases from 2015:

<https://www.op.fi/op/op-financial-group/media?cid=-66666&kielikoodi=en&srcpl=3>

<https://www.op.fi/op/op-financial-group/media?cid=-66553&kielikoodi=en&srcpl=3>

<https://www.op.fi/op/op-financial-group/media?cid=-66200&kielikoodi=en&srcpl=3>




Crédit Mutuel

www.creditmutuel.fr/groupecm/fr/index.html

 www.facebook.com/creditmutuel

 @Credit_Mut

 www.youtube.com/user/CreditMutuelVideo

One of France's leading bankinsurers, the Crédit Mutuel group comprises the Crédit Mutuel branch network and all of the bank's subsidiaries.

Crédit Mutuel Group at a glance

One of France's leading retail bankinsurers

Backed by a staff of more than 100,000 - 78,000 employees and 24,000 directors - the group offers a comprehensive range of financial expertise to upwards of 30 million customers, more than 28 million of them retail customers. Its overriding priority, and the key to its development, is the quality of its customer and member relationships and the services it provides. Its strategy is one of controlled growth, based on local retail banking, bankinsurance and technological innovation.

Shareholders' equity, group share: €43,938 million

Common Equity Tier 1 ratio: 15.3%

17% market share in bank loans

15% market share in deposits

Crédit Mutuel (cooperative's core) has 7.6 million members and 11,6 million customers in 2,131 local mutual banks run by 24,176 member-elected representatives.

The group's local banking model combines the strengths of Crédit Mutuel, a cooperative, mutual bank with extensive regional and local ties, and CIC, a commercial bank. Combined with Targobank, Cofidis, Beobank... Crédit Mutuel and CIC – the group's two leading brands – have a network of almost 6,000 points of sale. Crédit Mutuel is composed of local mutual banks organised into 18 regional federations, which in turn form the Confédération Nationale du Crédit Mutuel, the central body that heads the network. CIC operates a branch network in the Paris region and is the holding company for a group of five regional divisions, along with subsidiaries specialised in all areas of finance and insurance.

Crédit Mutuel's three levels operate according to the principle of subsidiarity, with the local mutual banks – which are closest to members – carrying out all the key functions of bank branch offices, and the other two levels exercising only those functions for which the local entities are not equipped. With its solid local base, Crédit Mutuel cannot be moved offshore and stands as an independent entity that contributes to job creation and economic vitality in all regions in which it operates.



CSR Activities & Actions of Crédit Mutuel

Today's economic and social challenges vindicate the group's choices: it focuses on development, and constantly adapts and affirms its identity as a mutual bank by putting its founding principles into practice every day. Crédit Mutuel leads the way in promoting social cohesion, as can be seen in the responsible initiatives and solidarity-driven goals implemented directly at ground level.

Spanning past and present and embodying commitment for the future, the ethic of social responsibility is the cornerstone of the group's actions, the driving force behind a socially supportive, responsible group that does more than just meet requirements.

An assessment is made of the extent to which the impacts of the Crédit Mutuel group and the resulting responsibilities have been taken into account, in respect of both banking operations and cooperative activities. In day-to-day terms, this is reflected in practical action: listening to members and giving them feedback opportunities; enhancing the skills of the directors representing members on the Board of Directors; maintaining special relationships with members and customers, but also innovating to meet their needs; getting employees involved in appropriate projects; making commitments alongside associations and local and regional authorities; and preserving the environment and limiting the use of natural resources.

Financial inclusion, inclusive growth and reducing our carbon footprint are important priorities for all regional groups and subsidiaries of Crédit Mutuel.

Financial inclusion is performed on several levels: both in the regions (with over 5790 sales points) than by the many partnerships that the Crédit Mutuel group was able to establish with various associations (ADIE, France Active, Initiative France...). Inclusive growth materializes notably through our microcredit favors in shares (3,276 loans for \$ 266.2 million), but also with the various actions undertaken by the Crédit Mutuel Foundation (the group is engaged in areas such as culture, music and heritage but also in the fight against illiteracy and promotion of reading) and the International Centre of Crédit Mutuel (CICM) that helps the populations of many developing countries and creates the means for taken over by the local communities of their economic and social development. Finally the preservation of the territory is assured under most actions undertaken by Crédit Mutuel through a systematic assessment of social and environmental risks for large investments (sectoral policies are betting bet and continuing to be in place). Moreover, the sustainable management of human resources Crédit Mutuel is not only to meet the challenges of diversity, to target the development of skills, but also to promote independence and social promotion.



- **What is the level of awareness of CSR in France?**

- * Law **NRE** (New Economics Regulation) 2001-420, may 15th 2001: Based on a requirement of transparency of information, this law establishes that listed French companies must present the annual management report, together with their financial and accounting information, data on the environmental and social consequences of their activities.

- * Law **Grenelle II**, July 12th 2010:

- > Article 255

- Gradual extension of obligations on companies unlisted, whose average number of employees greater than 500;
- Slight expansion of themes on which companies must publish information (accidents at work, equal treatment, respect the conventions of the ILO, fair practices especially);
- Reporting Obligation on the financial scope integrating the consolidated foreign subsidiaries;
- Obligation of verification by a third party Independent with a certificate of attendance this information and an opinion on the fairness.

- >Article 75: the obligation to publish a carbon balance sheet and a reduction action plan before 31 December 2012 for companies with over 500 employees, the Decree of July 11th, 2011 ;

- >Article 228 I and II testing of environmental labeling of products since July 1st 2011 obligation carbon content and display of transport services, the Decree of October 24th 2011;

- >Article 224: the requirement for management companies to provide “information on the integration of social, environmental and governance quality in their investment policy”

- * Law about **energy transition** August 18th 2015

- >Article 173: insurance and institutional investors have to take account and report their contribution to financing the energy transition, their management of environmental risk

- *Law about “**social balance sheet**”, 77-769 July 12th 1977. The social balance sheet is a document that includes all the data (numbers) to have a global vision of social health of a company over a period of 3 years. Companies with more than 300 employees must establish a social audit every year.

- Supervision of the entrepreneur’s disciplinary power (including the prohibition of discrimination)
- Creation of a right of expression of employees on their working conditions
- Allocation of a minimum operating endowment to the works council equal to 0.2% of the payroll.
- Introduction of an annual obligation to negotiate in the company, wages, duration and organization of work
- Creation of the committee on health, safety and working conditions (CHSCT)
- Introduction of right of withdrawal, in the event of serious and imminent danger threatening, for employees.



This document is widely used by social partners.

*The **Cooperative reform** with the ESS Law, July 14th 2014. This law requires that each 5 years a cooperative is audited on various criteria:

- Compliance with cooperative principles.
- The rule of cooperation (inspired by cooperative principles)
- The satisfaction of cooperative members

For the banking sector, sectorial specifications were adopted.

In short

<i>CSR Report 2014</i>	https://www.creditmutuel.fr/groupecm/fr/publications/rapports-annuels.html
<i>Framework use to report on CSR activities</i>	OCDE, GRI4, OIT, ICA, Grenelle II (french law)
<i>CSR Agencies Ratings</i>	Vigeo, Oekom, Sustainalytics CDP
<i>CSR Labels</i>	14 funds were accredited by Novethic, for Federal Finance and CM-CIC AM
<i>TOP CSR Achievement in 2014</i>	<p>A better balance between women and men</p> <ul style="list-style-type: none"> +6.5 pts women among new presidents of local branches (31%) +4 pts women among presidents of local branches (28.4 %) +1.5 pts women among the directors of local branches (31.2 %) +1.2 pts women in management promotions <p>Responsible Financing</p> <ul style="list-style-type: none"> +106.88 % (x2) solidarity-based employee savings has been multiplied by 2 (258.6 million euros) + 13.76% number of intermediated professional micro credit files, who were taken into account (1563) + 6.16 % number of micro credit intermediated professionals, who were taken into account (1328) <p>CSR communication</p> <p>The internal Crédit Mutuel CSR newsletter, established since 2008, is now available for everybody on the national Crédit Mutuel website.</p> <p>The extra financial reporting being enhanced year after year, and quite compliant with the EU directive (directive 2014/95/EU).</p>



France

<i>Award</i>	<p>N°1 in the banking category in the BearingPoint / TNS Sofres customer relations podium awards (for the seventh time).</p> <p>British magazine The Banker named the Crédit Mutuel group “Bank of the year – France” for the third time.</p> <p>Crédit Mutuel group, the soundest bank in France. This recognition was made by the Central European Bank (ECB) and the French Banking Authority (FBA) after the asset quality review (AQR) and stress testing carried out in 2014 on 130 eurozone banks.</p> <p>Best ESG risk management team in France by the British magazine Capital Finance International.</p>
	<p>Achieving solid results reflecting our stringent management... to lay the foundations for Crédit Mutuel Group’s sustainable development.</p>

- **What is the word that best illustrates the co-operative difference of Crédit Mutuel?**
Responsibility
- **Additional useful links to find about more information about Crédit Mutuel**
<http://www.riffx.fr/>
- **More CSR information**
https://www.creditmutuel.fr/groupecm/fr/images/fichier_pdf/rapport_annuel/2014/rse/la-rse-en-bref-2014.pdf
https://www.creditmutuel.fr/groupecm/fr/engagements_mutualistes/RSE/actualite-de-la-RSE.html



Federazione Italiana delle Banche di Credito Co-operativo- Casse Rurali ed Artigiane

www.creditocooperativo.it



www.facebook.com/bcc.creditocooperativo

www.facebook.com/buonaimpresa?ref=hl

www.facebook.com/Giovani-Soci-BCC-205778816108952/timeline/?ref=hl; <https://www.facebook.com/MicrofinanzaCampesina?fref=ts>

www.facebook.com/MicrofinanzaCampesina?fref=ts



@GiovanisociBcc @FedercasseBCC



www.youtube.com/user/federcasse

The Credito Cooperativo is a system based on a network comprising 376 co-operative banks called Banche di Credito Cooperativo, Casse Rurali, and Casse Raiffeisen in Alto Adige; associative structures; and several service companies, all of which work together to guarantee a complete and diversified range of products, in the upholding values and identity of a co-operative. The most important feature of these co-operative banks (BCCs) is that of being local, mutual, not-for-profit cooperatives. BCCs, which are found throughout the whole of Italy, have served local communities for the past 131 years, promoting development and meeting their social and economic needs, as stated in article 2 of the BCC Corporate Statute:

“The Bank aims to serve the interests of its stakeholders and members of the local community through the provision of financial operations and services, to improve their moral, cultural and economic conditions, promoting collaboration and teaching the benefits of saving and forward planning as well as encouraging social unity and responsible, sustainable growth in the surrounding territory. The Bank distinguishes itself through its support for the community and its commitment to further the common good.”

The BCCs are double faceted banks: they act as financial intermediaries, with their fundamental activities of loans and savings accounts, and as Corporate Social Responsibility (CSR) companies.

Hence BCCs offer all of the banking services normally offered by other financial institutions. However, BCCs differ from other banks in a number of ways; first and foremost in that their primary objectives are the wellbeing of their stakeholders and the development of the local economy



Credito Cooperativo at a glance

376 BCCs with about 4.460 branches

1.200.485 members

Over 37.000 employees work for the Credito Cooperativo

There are BCC banks in 101 provinces and 2.703 municipalities

Total Funding (funding from financial institutions, funding from non-financial institutions, bonds): €201,5 billion

Loans: €135,3 billion

Total Equity (capital + reserve): €20,2 billion (+0,8%)

(Data from December 2014) Web site: www.creditocooperativo.it

CSR Activities & Actions of Credito Cooperativo

Microcredit has always been a prerogative of “community banks” such as the Co-operative Credit Banks (BCC). Nowadays the 51% of BCC supports with microcredit micro-enterprises launch or development with loans of less than € 5.000, or people (with the aim of encouraging financial inclusion) with loans of less than € 10.000, according to Italian regulation. During 2014 individuals funded were 3,377 for a total of € 37 millions. Beneficiaries were young for 39%, unemployed or people in layoffs for 33%, migrants for 22%, families with difficulties for 5% and about 1% are disabled. The average duration of those loans is up to 18 months for 2%, between 19 and 16 months for 47%, between 37 and 60 months for 47% and over 60 months for 4%.

Active since 2002, " Microfinanza Campesina " is an integrated community development project in rural areas of Ecuador. Nowadays, with over \$ 50 million of loans with a symbolic rate, “Microfinanza Campesina ” is the most important development program with private funds in the South-American State. Thanks to " Microfinanza Campesina " more than 150.000 families of peasants (campesinos) have been lifted out from poverty and have achieved food self-sufficiency.

BuonaImpresa! is an integrated project of the Italian Co-operative Credit Movement young entrepreneurs (under 35) who starts or develops own business, including cooperatives or non-profit, launched in 2012. The objective is to facilitate access to credit providing services of assistance and tools to guide in the design, verification and presentation of their business plan (dedicated website and " App" for Apple and Android systems). During 2014, 148 BCC (with more than 2.000 branches) funded through "Buona Impresa" 2.530 youth enterprises, with 1.020 start-ups for a total amount of € 64 million. The average amount is about € 25.120. Special feature of the project is the partnership of local organizations that provide support services and mentoring. The project includes a plafond of subsidized loans (start-up loan for a maximum of € 100.000), free tutoring and assistance (for 2 years) thanks to partnerships mentioned above, a website dedicated and a free "app" for business plan preparation. Some CCBs activated specific business incubators and accelerators.



The project “From the confiscated goods to the common good of BCCs” is organized in collaboration with the anti-mafia association “Libera”. The project intends to support with an integrated approach, the entrepreneurial experiences aimed to manage assets confiscated to organized crime (Mafia, Camorra, Ndrangheta, etc.) dedicated to social purposes. The social reuse of assets confiscated to organized crime is a typical experience of Italian legislation. However, it soon will be adopted in other European countries as a result of the Directive of the EU Parliament approved the 25th of February 2014. The project aims to support businesses (especially cooperatives) who manages confiscated assets not only with credit access (from local BCC), but also with a set of support activities (grants, free tutoring) and in collaboration with entities and associations (especially with Dioceses involved in “Progetto Policoro” of the Italian Episcopal Conference). The objective is to promote a culture of legality, support co-operative associations, to fight organized crime power in affected areas.

Mutualistic Metric of the Co-operative Credit Banks: to measure the social and economic performance of the BCC with specific indicators for the nature and peculiar activities of the BCC. Sustainable growth is the general goal.

- **What is the level of awareness of CSR in Italy?**

1. New law to promote the micro-credit loans;

2. The National Body for Micro-credit is an organization established under public law which pursues the following objectives:

- to promote the knowledge of Microcredit and Microfinance as the pivotal tool for the eradication of poverty;
- to identify the necessary measures for the realization of initiatives in favour of people in need, and to encourage the creation of micro enterprises at national and international level;
- to look after the training and the efficiency of Microcredit and Microfinance providers so that they can better satisfy the necessities of people experiencing social and financial exclusion and, at the same time, to encourage and the establishment of partnerships;
- to repeat the positive experiences carried out in Italy abroad, in developing Countries, and in collaboration with the Cooperation Department of the Ministry of Foreign Affairs;



3. Prime Minister David Cameron announced, during the UK's presidency of G8, the launch of an independent Task Force on Social Impact Investment. Federcasse has been a member of the Social Impact Investment Task Force. Social Impact Investments are those that intentionally target specific social objectives along with a financial return and measure the achievement of both. This requires paradigm shift in capital market thinking, from two-dimensions to three. National Advisory Boards were established in Italy, Australia, Canada, France, Germany, Japan, United Kingdom and United States.

By bringing a third dimension, impact, to the 20th century capital market dimensions of risk and return, impact investing has the potential to transform our ability to build a better society for all. Each National Advisory (like Italy) has published its own report on what is required in its country to bring impact investment to take-off.

The Goals are four:

- ◇ **Impact Measurement:** to assess the scope and process for using outcome metrics and to recommend approach and principles for measurement of social outcomes;
- ◇ **Asset Allocation:** to recommend approach and principles needed to achieve specific allocation to impact investment by institutional investors;
- ◇ **Mission Alignment:** To examine ways of securing social mission for profit-with- purpose business through corporate form, governance or legal protections.
- ◇ **International Development:** To recommend approach and principles for application of social impact investment in international development www.socialimpactinvestment.org

In short

CSR Report 2014	www.creditocooperativo.it Mutualità section
Framework use to report on CSR activities	Mutualistic Metric and Global Reporting Initiative-GRI-G4
CSR Agencies Ratings	Credito Cooperativo doesn't have any CSR rating
CSR Labels	 
TOP CSR Achievement in 2014	Launched the operational phase of the Mutualistic Metric project
Awards	ARETE' AWARD 2014 FOR BUONA IMPRESA PROJECT (SECTOR FINANCIAL COMMUNICATION)



- What is the word that best illustrates the co-operative difference of Credito Cooperativo?

Mutuality

- Additional Useful Links to find out more about the CSR activities of Credito Cooperativo

www.cisiamobcc.it

www.buonaimpresa.it

www.ecuador.bcc.it

www.giovanisocibcc.it




Netherlands



Rabobank Nederland

www.rabobank.com

 www.linkedin.com/company/rabobank

 @RabobankGroup

 www.youtube.com/user/rabobank

Rabobank is a bank by and for customers, a cooperative bank, a socially-responsible bank. Our aim is to be market leader across all financial markets in the Netherlands. We are also committed to being a leading bank in the field of food and agri worldwide.

Rabobank at a glance (facts and figures)

Net profit: 1,522 million euros

Return on tier 1 capital: 9.0%

Capital ratio (BIS ratio): 21.5%

Loan portfolio: 434,362 million euros

Number of employees: 46,728 FTEs

Share in mortgage market: 22%

Key figures interim report 2015 (www.rabobank.com/en/images/Key-figures-overview-HYR-2015.pdf)

CSR Activities & Actions of Rabobank

As a cooperative bank, Rabobank aims to help its clients achieve their ambitions in a sustainable society. For that reason, we focus our own contribution to society on accelerating sustainable agriculture and food supply worldwide, and on strengthening vital communities. By linking our financial services, expertise and relevant networks to the sustainable ambitions of all our clients, we can become stronger and more sustainable together. Within our own organisation, we also aim to distinguish ourselves in the financial services industry.

Strengthening vital communities

As active participants in our local communities, we increase economic and social vitality by supporting the business success of local collective initiatives in the countries in which we operate. Each individual bank focuses on current local social issues. In the Netherlands, these issues include sustainability, economic vitality and ensuring quality in healthcare and housing. In developing countries, we focus our efforts on establishing and professionalising farming organisations, as well as providing access for all to local financial infrastructures. We provide manpower, knowledge, networks, facilities and financial services to achieve this objective. We also invest 3% of our annual profit in society on a not-for-profit basis. In doing so we improve society's self-sufficiency and cooperation, while at the same time strengthening community vitality.



Accelerating sustainable agriculture and food supply worldwide

We actively participate in ten Round Tables to improve the sustainability of agricultural value chains on a global scale, and we facilitate our clients in integrating the results of these efforts into their business operations. We also collaborate with a number of innovative clients and social partners to help them manage ambitious sustainability projects in agricultural value chains that can also inspire others to become more sustainable faster. In doing this, we add value for our clients, and at the same time accelerate a sustainable agriculture and global food supply.

Working with corporate clients

Sustainability is more relevant than ever to the long-term success of businesses. We therefore encourage and support all of our corporate clients to gradually improve their sustainability. To this end, we fully integrate sustainability in our industry visions and actively share our knowledge with them. We work with our larger clients to periodically review their sustainability performance, and on the basis of this review, we then explore opportunities to work together to find ways to improve their performance and help them achieve long-term business success. We also bring our clients together so that they can share their knowledge of sustainability and to facilitate them to create commercial opportunities. In addition, we also provide customised financial solutions to optimise the potential success of these opportunities. We proactively support sustainability leaders by prioritising their access to finance and by doubling the scope of the services we provide to them. In this way, we combine the business success of clients with sustainable innovation for society.

Advice for retail customers

We help our retail customers achieve their financial goals by providing professional financial advice. For society's vulnerable, we are committed to providing access to relevant financial services. Through our consultancy, we offer easy-to-understand, transparent products and services. Any assets entrusted to us are invested on the basis of meaningful sustainability criteria. Responsible savings and investments are our standard. For clients that want to go one step further, we offer a competitive package of products and services for sustainable investment and living. In this way, we combine providing the best possible financial advice with a positive contribution to sustainable development.

Our efforts

Our contribution to sustainable development is delivered by professional employees who consider sustainability an integral part of our customer service. We actively encourage and support our employees to continuously do this so that they can make a genuine difference in the day-to-day interactions with our clients. We integrate sustainability in our internal business operations and communicate transparently about our vision and activities. This is how we remain publicly accountable and how we contribute to the public debate on sustainability.

<https://www.rabobank.com/en/about-rabobank/in-society/sustainability/index.html>



Netherlands

- What is the level of awareness of CSR in the Netherlands?**

The Transparency benchmark is an annual research on the content and quality of corporate social responsibility reports of Dutch companies. Through the Transparency Benchmark the participating companies contend for The Crystal prize, a leading price in the area of social reporting in the Netherlands. Participants acquire knowledge of the generally accepted criteria for corporate social responsibility reporting, obtain insight into possible improvements and have the possibility to compare their own score with other companies inside and outside their own industry. <http://www.transparantiebenchmark.nl/en>

In short

CSR Report 2014	https://www.rabobank.com/en/about-rabobank/results-and-reports/archive/archive-2014.html
Framework use to report on CSR activities	GRI G4 guidelines (comprehensive level) IIRC framework
CSR Agencies Ratings	Based on an assessment by RobecoSAM and compared against the banks listed in the global Dow Jones Sustainability Index, Rabobank’s provisional score increased from 81 to 83 points, giving it a ranking of 12 in 2014 (up from 17 in 2013). Rabobank currently ranks twenty-third in the Transparency Benchmark (overall ranking) of the Netherlands Ministry of Economic Affairs, down from its previous ranking of eleven.
CSR Labels	- https://www.rabobank.com/en/press/search/2015/20150929-bankwijzer.html
TOP CSR Achievement in 2014	Formal approval by the Central Delegates Assembly of the new strategic CSR ambitions https://www.rabobank.com/downloads/sustainability/samen-duurzaam-sterker-en.pdf
Awards	https://www.rabobank.com/en/investors/rankings-awards/index.html

- What is the word that best illustrate the co-operative difference of Rabobank?**
Participation

- Additional Useful Links to find out more about the CSR activities of Rabobank**

<https://www.rabobank.com/en/about-rabobank/in-society/sustainability/index.html>

<https://www.rabobank.com/en/about-rabobank/cooperative/the-four-characteristics-of-cooperative-banking.html>

<https://www.rabobank.com/en/about-rabobank/in-society/rabobank-foundation/index.html>

<https://www.rabobank.com/en/about-rabobank/food-agribusiness/rabo-development/index.html>



Banco de Crédito Cooperativo (BCC)

www.bcc.es

The Banco de Crédito Cooperativo (BCC) has been created by 32 Spanish rural banks. It acts as the head of the Co-operative Group Cajamar, which has in Spain more than 1,300 branches and 6,500 employees, assuming its representation before the supervisory bodies and the markets. In the rural areas of our country, the BCC and its member rural Banks dedicate a preferential attention to financing local productive sectors, social economy cooperatives and companies and especially in the food and agriculture sector.

Banco de Crédito Cooperativo at a glance

Members: 1.4 million

Business volumen, 61,500 million euros

Economic value generated, 1,414 million euros

total economic value distributed, 508 million euros

loans, 30,522 million euros

Capital adequacy ratio, 11.33%

cet1 capital ratio, 10.92%

total assets: 42.126 million euros

website

Banco de Crédito Cooperativo (header entity): www.bcc.es (Spanish and English versions).

Grupo Cooperativo Cajamar (group): www.grupocooperativocajamar.es

Social media:

CAJAMAR: www.facebook.com/cajamar.

CAJAMAR: www.twitter.com/cajamar



CSR Activities & Actions of Banco de Crédito Cooperativo

In 2014, the GCC has published its first integrated report. This report contains the main initiatives in creating shared value and dialogue with stakeholders. And all through his ethical system management and cooperative principles.

It is precisely this cooperative nature that the Group remains committed to its territory, specializing in financial support to families, entrepreneurs and local production systems; and generates value shared contributing to economic development and social progress through job creation, promotion of the social economy and, crucially, supporting thousands of small and medium farmers in an increasingly technical and competitive agri-food sector .

No less important is our commitment to local suppliers, because we are aware that many small and medium enterprises which largely depend on the continuity of their relationship with the Group and therefore are thousands of families in a direct way or indirectly depend on it. The approval process is to maintain that relationship and hence continue developing it with extreme transparency, objectivity and responsibility.

In environmental management we have expanded our environmental commitment, considering climate change as a important element in our management from a risk perspective and business opportunity. In this sense, they have continued to develop mechanisms aimed at minimizing the economic and financial risks of environmental nature and has encouraged the development of financial solutions aimed at generating positive impacts. To this should be added the program of energy saving and efficiency that the Group has developed and has achieved a high level of efficiency in the consumption of the entire organization.

Our commitment to the food industry also leads to a significant effort to boost research and innovation aimed at improving the competitiveness and sustainability of the sector, culminating in a comprehensive program of knowledge transfer. In this regard it should be emphasized the work being done by our two experimental centers in Almeria and Valencia, which have become a national and international reference.

- **What is the level of awareness of CSR in Spain?**

CSR National Plan

Spanish Strategy of CSR

The aim of the plan is to be an element of guidance and support to the development of practices in this field for all businesses, governments, and various public and private organizations. It is a strategy to promote social responsibility to more organizations, so that they all incorporate the initiatives in this area in their own culture and values.

The report stresses that social responsibility can not be a mere marketing tool, since it is "the only way to develop is through integration into the overall company strategy and apply it in everyday operations." The main objectives of the EERSE (Spanish Strategy Corporate Social Responsibili



Spain

ty) are: to strengthen the commitments of companies and Public Administrations, help to strengthen the sustainable management models and finally, those powers CSR programs that encourage international credibility and the competitiveness of the Spanish economy, just to sustainability and social cohesion.

http://www.empleo.gob.es/es/sec_trabajo/EERSE_WEB.pdf

In short

CSR Report 2014	https://www.grupocooperativocajamar.es/es/comun/informacion-corporativa/responsabilidad-social-corporativa/
Framework use to report on CSR activities	International Integrated Reporting Council (IIRC) Global Reporting Initiative (GRI 4.0) AA1000 (AccountAbility Principles)
CSR Agencies Ratings	PriceswaterhouseCoopers (Independent Review) https://www.grupocooperativocajamar.es/recursos-entidades/es/pdf/informacion-corporativa/cuentas-anuales-consolidadas-2014.pdf
CSR Labels	Creating Share Value; Agribusiness; Ethical Management System, Materiality; critical processes https://www.grupocooperativocajamar.es/recursos-entidades/en/pdf/informacion-corporativa/integrated-report-2014.pdf
TOP CSR Achievement in 2014	Integrated Report (first time) Identifying the stakeholder expectations Risk map Materiality analysis and coverage CSR indicators
Awards	Year book: "The Economics of the Wine in Spain and in the World", edited by Cajamar. International Organization of Vine and Wine. https://www.cajamar.es/es/comun/informacion-corporativa/fondo-social/servicio-de-estudios/ano-2015/la-organizacion-internacional-de-la-vina-y-el-vino-premia-una-publicacion-de-cajamar/

- **What is the word that best illustrates the co-operative difference of Banco de Crédito Cooperativo ?**

Closeness

- **Additional Useful Links to find out more about the CSR activities of Banco de Crédito Cooperativo ?**

www.bcc.es

www.cajamar.es

www.grupocooperativocajamar.es



RAIFFEISEN

Raiffeisen Group / Raiffeisen Switzerland Cooperative

www.raiffeisen.ch

Raiffeisen: Third Largest Banking Group in Switzerland

Raiffeisen Group is the leading Swiss retail bank and the third largest bank in Switzerland. The Raiffeisen Group includes 305 Raiffeisen banks with a cooperative structure and 1,015 branches. The legally autonomous Raiffeisen banks belong to Raiffeisen Switzerland Co-operative, which is responsible for the strategic management of the entire Raiffeisen Group, including all subsidiaries. The bank has 3.7 million customers, over 1.8 million of whom are co-operative members and thus co-owners of their bank. At the end of 2014, the Raiffeisen Group managed CHF 197 billion in assets and CHF 159 billion in loans to clients. The Group's market share is over 16.6% in the mortgage and 18.7% in the savings markets. The balance sheet total is CHF 189 billion.

Raiffeisen Group Switzerland at a glance

leading Swiss retail bank, third largest bank in Switzerland
305 Raiffeisen banks (local co-operatives)
1.015 branches
3.7 million customers
1.8 million members
CHF 197 billion in assets
CHF 159 billion in loans to clients

CSR Activities & Actions of RaiffeisenGroup

CSR at Raiffeisen Switzerland: Taking responsibilities seriously

The co-operative business model builds on risk-conscious management, relatively low earnings expectations and a long-term focus on its members. These principles characterise Raiffeisen's thoughts and actions. Raiffeisen relies on local decision-making through a decentralised organisation and close regional ties. This allows Raiffeisen to add value for the local economy, society and the environment. Raiffeisen's four core values – sustainability, entrepreneurship, client proximity and credibility – are the yardsticks for measuring its actions and the key drivers of its success. Corporate Social Responsibility Management (CSR Management) is responsible for establishing the fundamental strategic and operational parameters needed to drive sustainability at Raiffeisen. It also helps the specialist areas and line managers to implement sustainability programmes and continuously improve performance. CSR Management represents Raiffeisen in various associations and external initiatives. Sustainability is part of the Group balanced scorecard (BSC) and included in the annual strategic risk assessment.



Integration in the business

Raiffeisen assumes responsibility along the entire value chain in order to address social and environmental risks and opportunities in products and processes. Clear priorities, targets and metrics are essential for evaluating sustainability performance and incorporating sustainability into day-to-day Sustainability operations. Key Raiffeisen issues have been systematically identified in consultation with internal stakeholders since 2012 and translated into a concrete multi-year strategy. These issues can be grouped into four categories:

- Responsibility in the core business (Private Clients, Corporate Clients and Affluent Clients/Wealth Advisory)
- Responsibility as an employer
- Responsibility in banking operations (e.g. procurement, building portfolio and business travel)
- Responsibility to society

Performance indicator set for top sustainability priorities (without Group companies)

Sustainability dimension	Category	Indicator	Unit	Raiffeisen Switzerland	Raiffeisen banks	Raiffeisen Group	Raiffeisen Group change in %
Management of sustainability	External ratings	Application level from the Global Reporting Initiative	GRI Level	-	-	C	-
		Value reporting of the University of Zurich	Points	-	-	160	1.0
Responsibility in the core business	Lending business	Mortgages with extra sustainability benefits:					
		Mortgages with extra social benefits ¹	million CHF	-	-	793	-59.5
		Mortgages with extra environmental benefits ²	million CHF	-	-	445	1.3
		Percentage of the annual net gain in all mortgage receivables that is attributable to loans with extra benefits	%	-	-	-0.05	-
		Loans to public bodies	million CHF	-	-	2.839	1.0
		Investment business	Sustainable investments ³	billion CHF	-	-	2.4
		Sustainable investments as a percentage of custody account assets	%	-	-	8.74	31.0



Switzerland

Responsibility in banking operations	Building energy	Electricity consumption	kWh	10.629.000	34.181.000	44.810.000	5.1
		Share of electricity from renewable energy	%	-	-	73.5	30.3
		Heating energy	kWh	2.849.000	17.618.000	20.467.000	-29.3
		Share of heating energy from renewable energy	%	-	-	-	-
		Energy consumption per energy reference area	kWh/m ²	106	-	-	-
	Business travel	Business travel (total)	km	11.873.000	6.761.000	18.634.000	4.3
		Public transportation	%	22	45	30	-
		Road transport	%	71	55	65	-
		Passenger transport by air	%	1	-	1	-
		Air freight	%	6	-	4	-
	Greenhouse gases	Scope 1–3 emissions from energy and travel	tonnes CO ₂	4.685	6.493	11.178	-31.2
Responsibility as an employer	Training	Amount spent on training	1.000 CHF	3.347	13.968	17.316	19.0
		Trainees	Number	70	691	761	-5.7
	Diversity	Share of women in management	%	23.4	28.0	26.0	1.0
		Return to the workplace after maternity leave	%	-	-	96	21.5
		Part-time positions in management	%	18.6	17.0	17.6	3.5
Responsibility to society	Regional responsibility	Jobs	Number of employees	2.074	7.815	9.889	1.0
		Cooperative members	Number	-	1.846.747	1.846.747	1.0
		Volunteering by Raiffeisen Volunteers	Hours	-	-	29	-30.8
		Added value for stakeholders	million CHF	-	-	2.176	
	Transparency	Amount spent on sponsorships	million CHF	16.0	11.0	27.0	8.0

1) Total of micro-mortgages worth less than CHF 50,000 and renovation mortgages. The product logic was different in the 2013 reporting period.

2) Eco mortgages

3) Covers the Raiffeisen products held in Raiffeisen custody accounts, such as Futura funds sustainability funds (broadly defined), sustainability-themed structured products and the responsibility funds.



- **What is the level of awareness of CSR in Switzerland?**

In Switzerland, the level of CSR awareness has been growing rapidly in recent years. On 1st April 2015, the Federal Council (government) has issued an CSR- position paper (press release and position paper in french: <http://www.seco.admin.ch/aktuell/00277/01164/01980/index.html?lang=fr&msg-id=56760>). The position paper is divided in four strategic directions of impact and contains an action plan with concrete future measures. It will be subject of political discussions in the coming years.

In short

CSR Report 2014	The CSR reports of Raiffeisen Group are part of the business reports EN: http://www.raiffeisen.ch/web/financial+reports#tab-2 German: http://www.raiffeisen.ch/web/geschaeftsberichte French: http://www.raiffeisen.ch/web/rapports+de+gestion Italian: http://www.raiffeisen.ch/web/rapporti+di+gestione
Framework use to report on CSR activities	GRI G3.0 Level C
CSR Agencies Ratings	Value Reporting Rating (University Zuerich) http://www.geschaeftsberichte-rating.ch/en/gbrating2014/ranking/value-reporting-and-design-rankings.html
CSR Labels	n/a
TOP CSR Achievement in 2014	Increase of sustainable assets +30% Energy reduction of appartments 30%

- **What is the word that best illustrates the co-operative difference of Raiffeisen Group**

Credibility

The revision of Raiffeisen's basic strategy, which was successfully completed in 2014, defined credibility as one of Raiffeisen's four core values alongside sustainability, client intimacy and entrepreneurship. These values will guide the Group's strategic development over the next ten years. "Raiffeisen Dialogue 2014" kicked off the execution and establishment of the basic strategy that the Board of Directors of Raiffeisen Switzerland ratified on 26 May 2014. Good strategies are put into practice every day. That is why Raiffeisen decided in 2014 to initiate the "Raiffeisen Way" – a hike that managers take with their employees. Managers throughout.

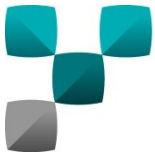
Switzerland use this programme to present key aspects of the basic strategy in an understandable, tangible way. The strategy process will conclude this year with the DialoguePlus. For the first time in history, all of Raiffeisen's employees – over 10,000 people – will converge at one location and learn about Raiffeisen's values and the substance of its basic strategy. The strategy will thus become a living, breathing part of how employees do business instead of a collection of words on paper. This event will mark the culmination of a four-year participatory process and represents an investment in the Raiffeisen Group's future.

- **Additional Useful Links to find out more about the CSR activities of Raiffeisen Group**

Raiffeisen Sustainability – CSR Management: German: <http://www.raiffeisen.ch/web/csr>
French: <http://www.raiffeisen.ch/web/csr+f>



United Kingdom



**YBS
GROUP**

YORKSHIRE BUILDING SOCIETY GROUP

www.ybs.co.uk

Yorkshire Building Society (YBS) Group is the second largest building society in the UK. It has 230 branches and 98 agencies and assets of £37.6 billion. It employs approximately 4,600 people and has 3.3 million customers.

Since the financial crisis, YBS Group has completed completed mergers with the Barnsley, Chelsea and Norwich & Peterborough building societies and acquired the savings and mortgage book of Egg Banking plc. YBS is committed to continue to provide good long-term value and excellent service to our current and future members, helping us to achieve vision to be 'the most trusted provider of financial services in the UK'.

- **What makes our society different?**

YBS Group members are more than just customers, they're part of our society. A mutual society with no external shareholders to satisfy. YBS Group's only focus is to serve their needs and help to make their money work hard for them. So it's second nature to put members at the heart of everything we do.

From genuine people who deliver exceptional customer service, to good honest rates, it's always been about the Society's members.

YBS Group at a glance

In 2014, record gross lending of £7.6bn and record net lending of £2.6bn.

Strong and sustainable financial performance enabling continued investment in the business: core operating profit of £178.8m and profit before tax of £188.2m.

Retained one of the strongest capital positions among all UK financial services providers: total capital ratio rose to 16.1%.

Total assets a record £37.6bn.

Common Equity Tier 1 capital ratio of 13.8% and leverage ratio of 4.8%.

In 2014, helped 34,800 people own the home they want through residential mortgages. Provided support for a record 8,200 first-time buyers, equating to 37% of all Group house purchase mortgages, including through 5% deposit mortgages



United Kingdom

CSR Activities & Actions of Yorkshire Building Society

Community Engagement

Marie Curie campaign

In June 2014 YBS Group launched the 'Hour of Need' campaign with Marie Curie, the charity chosen by its members and colleagues. The aim is to raise £500,000 by December 2016 - funding an hour of nursing care for every hour of the campaign. This money will allow Marie Curie nurses to provide even more vital support for terminally ill people and their families across the UK. The partnership has been deepened through employee volunteering activities to support the Marie Curie charity shops and hospices in particular, which YBS Group colleagues have enthusiastically supported.

Volunteering

The time and skills YBS Group colleagues share with their local communities are just as important as funding. That's why all our colleagues are given 31 hours of paid volunteering time each year. In 2014 over 1,100 colleagues used their skills to help a charity or good cause of their choice, donating more than 10,000 hours to their local community. In monetary terms this is the equivalent to a donation of nearly £150,000.

YBS Group involvement in its local communities goes far deeper than just a physical presence. It plays an increasingly active role in being part of and supporting these communities.

Corporate Responsibility

Society Matters

We have a number of initiatives that offer support and funding in a range of ways.

Yorkshire Building Society Charitable Foundation

The Yorkshire Building Society Charitable Foundation is a registered charity, independent of the Yorkshire Building Society Group. It was set up in 1998 and since then has donated over £6m through 20,172 donations and in the last year 91% of Charitable Foundation donations were to causes recommended by our members.

The Charitable Foundation focuses on supporting registered charities and good causes that help those who are vulnerable (particularly the elderly, children and people with disabilities) in the communities we serve.

Small Change Big Difference®

Many of our members donate the pennies of interest from their account(s) once a year to the Charitable Foundation. It's thanks to them that the Foundation can support so many charities each year.

Since the scheme launched in 2000 all these pennies have amounted to over £3m for good causes.



United Kingdom

Lasting Legacy Fund

To commemorate the Society's 150th year we donated £150,000 which was shared between 15 charitable projects across the UK, selected by colleagues, customers and members of the public.

This money will help each charity support their community for many years to come – just as the Society has been doing for the past 150 years.

Affinity partnerships

Thanks to our members supporting our Yorkshire Air Ambulance savings account we donated over £612,000.

The RSPCA also received over £168,000 from an affinity savings account.

Environment

We have an ongoing programme of environmental initiatives. During 2014 we continued our commitment to reducing the Group's impact on the environment by taking substantial steps to:

- Improve our waste management practices.
- Reduce our energy consumption and associated carbon emissions.
- Embed sustainability into our operations.

Energy saving

The specific measures we have taken include:

- Incorporating energy saving initiatives during the refurbishment of our main office sites, reducing our energy usage by over 1.5 million kWh - equivalent to the energy used by approximately 350 UK households over a year.
- Installing 1,400 solar panels at two office sites to reduce our annual carbon emissions by 130 tonnes.
- Purchasing 100% green electricity throughout 2014.
- Monitoring energy usage on a monthly basis across the property portfolio, with large anomalies investigated and actions taken to eliminate inefficient use.

Sustainable travel choices

We have encouraged our colleagues to take advantage of a number of options that will reduce travel emissions. These include:

- Participating in the Government's cycle to work scheme.
- Discounted annual travel tickets for staff.



United Kingdom

Minimising waste and water use

- With the introduction of a new waste disposal contract, we now offer colleagues more opportunities to recycle. Across our branch network an average of 83% of the general waste is sent for recycling.
- We are reducing our use of paper through avoidance, reduction and recycling. One of the ways we are doing this is through new pull print facilities, where printing is only done as and when a colleague accesses the printer, rather than printing automatically.
- Our efforts towards water conservation include various initiatives including the installation of flow restrictors and automatic sensors. We have also installed leak detection systems at our main head office site.

The future

We're looking forward to continuing to make a real and lasting difference to the lives of those in our local communities.

Our focus will be on providing educational and specialist skills support, supporting vulnerable people and fostering community spirit.

We will also further reduce our environmental impact through our office refurbishment programme and by carrying out regular energy savings audits in line with the Energy Savings Opportunity Scheme.

• What is the level of awareness of CSR in the UK?

CSR reporting requirements already well established in the UK, with Department for Business, Innovation and Skills taking the opportunity of EU developments to create more consistency across different ownership models (such as PLCs and customer owned mutuals, including Building Societies.)

CSR Report 2014	http://www.ybs.co.uk/pdf/your-society/charity/corporate-responsibility.pdf
Framework use to report on CSR activities	N/A
CSR Agencies Ratings	Sustainalitics
CSR Labels	Strategic priority to be locally famous and meaningfully engaged in our communities.
TOP CSR Achievement in 2014	Almost £2m provided to charities, good causes and communities
Awards	International CSR Excellence Awards (Gold – Charity support award)



United Kingdom

- **What is the word that best illustrates the co-operative difference of Yorkshire Building Society?**

Mutuality

- **Additional Useful Links to find out more about the CSR activities of Yorkshire Building Society**

Corporate Responsibility web page:

<http://www.ybs.co.uk/your-society/corporate-responsibility.html>

Charitable Foundation web page:

<http://www.ybs.co.uk/your-society/charity/charitable-foundation/index.html>

Small Change Big Difference web page:

<http://www.ybs.co.uk/your-society/charity/charitable-foundation/small-change.html>

Marie Curie Hour of Need campaign web page:

<http://www.ybs.co.uk/your-society/charity/marie-curie-campaign.html>

THE EUROPEAN ASSOCIATION OF CO-OPERATIVE BANKS

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OF CO-OPERATIVE BANKS

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