A. GOVERNANCE SECTION

ESG Highlight

Corporate Responsibility Strategy & Action Plan 2021-2023

In 2017 we developed our Corporate Responsibility Strategy 2018-2020 to systematically and quantitatively improve our performance.

Initially, we utilized an online tool to quantitatively assess our Corporate Responsibility maturity level, through over 1,000 questions based on criteria from global systems, standards and guidelines (such as GRI, AA1000, ISO26000, EFQM), as well as good practices from leading organizations worldwide.

Results were presented during a half-day workshop, where the anticipated Corporate Responsibility performance by 2020 was defined (24% improvement compared to 2017), specific quantitative objectives in 7 Corporate Responsibility Areas were set and Areas, Sub-Areas and Dimensions we need to focus on were identified, in order to achieve the 2018-2020 Corporate Responsibility Strategy.

Following the Workshop, 104 Actions and responsible employees for each one in the 7 Areas within the context of our Corporate Responsibility Plan 2018-2020 were defined, and we incorporated them into our Group's objectives and monthly monitored for implementation.

During our annual Corporate Responsibility meetings, we evaluated our performance and the implementation of planned Actions.

It must be noted that:

- We included the quantitative target for the overall 2020 Corporate Responsibility maturity as a target in the formal Performance Appraisal of our Group Chief Executive Officer (C) (with a 6.25% weighting in his total variable remuneration) and Top Management members.
- The development of our Corporate Responsibility Strategy & Action Plan 2018-2020 was presented during 2 webinars organized by the European Foundation for Quality Management (EFQM), where over 200 participants from across the World were informed on the methodology followed.

Corporate Responsibility Maturity Level

Area	Improvement 2017-2020[1]
Total	+28%
1. Management	+31%
2. Owners	+28%
3. Employees	+6%
4. Suppliers	+190%
5. Customers	+31%
6. Community	+31%
7. Environment	+16%

[1] *Compared to the 2017 quantitative maturity level assessment defined as baseline.*

We already initiated within 2020 a similar process to develop our new Corporate Responsibility Strategy 2021-2023. However in this cycle we have designed a more extensive involvement from both our Corporate Responsibility Team and our Top Management Members, with our main objective being to improve our overall Corporate Responsibility maturity level by 17%.

60 Top Management Members, Directors and Managers from all departments participated in the development of our Strategy 2018-2020

73% of **104** actions defined in our Action Plan 2018-2020 were completed

We improved our maturity level on Corporate Responsibility by **28%** compared to 2017

We improved our maturity level in all **7** Areas, and achieved the 2020 quantitative target in 6 of 7 Areas