

Bank Zachodni WBK

 Grupa Santander

Corporate Social Responsibility Report

2016

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About Bank Zachodni WBK

Bank Zachodni WBK

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An Interview with Michał Gajewski, President of the Management Board of Bank Zachodni WBK

We speak openly about the things we offer to our customers and employees and about the initiatives we engage in. We are sharing the information about our bank so willingly because we are proud of what we do.

You are the head of Bank Zachodni WBK, one of the biggest financial institutions in Poland. Which aspects of corporate social responsibility are in your opinion most important for the financial sector?

Each company, regardless of the sector, should strive to build its value and credibility not only through financial performance but also through its engagement in broadly understood CSR activities. For institutions like Bank Zachodni WBK, transparency to its customers, the market and shareholders is one of the key priorities. All our decisions are made after analysing their impact and effects on the users of our services, our employees and business partners and the local communities of which we are a part. We also consider our impact on the natural environment. Corporate social responsibility is an integral element of our core operations and is embedded in our business strategy. Going beyond our own understanding of the social responsibility obligations, we can refer to the Sustainable Development Goals defined by the United Nations, among which quality education, decent work and economic growth or innovation are certainly of crucial significance to our sector.

What are the priorities of Bank Zachodni WBK in this area for the coming years? Which corporate social responsibility standards will you be focusing on?

From the point of view of our long-term business strategy, the bank's priorities include customer satisfaction and outstanding positive experience. Simple procedures, excellent customer service, accessibility, assimilation of new technologies and tailor-made products are the goals which we are working towards. But we are also well aware of the fact that customer satisfaction requires satisfied employees. Therefore, growing the engagement of our staff is another important objective. Additionally, Bank Zachodni WBK has been supporting the local communities in which it operates for many years. We invest in education, participate in social projects and actively promote equal opportunities, contributing to the long-term social and economic development of Poland. We keep expanding the reach of our impact all the time, in keeping with our belief in the synergy of business activities and investments in the development of local communities.

How do you make sure that your employees live and breathe your strategy and refer to it while making daily decisions at work?

The translation of a strategy into daily operations and ways of work across the entire organisation is always a challenge for the management. In our case, of crucial importance is to maintain the customer-centric perspective and look at the world around through the eyes of our customers. This is the corporate culture that I personally believe in and will support. In all that we do, at every stage of developing or

selling a product, we need to think about the customers and try to visualise how they will react to our efforts. Top quality customer service is one of our absolute priorities and each and every employee is expected to apply the customer's perspective while doing their daily jobs.

Which of the bank's CSR activities are you particularly proud of?

We do many things in many different areas, wherever we see unmet needs. The projects we engage in are interesting and valuable so it is difficult to mention just one initiative or decision. But if I can't avoid choosing, I am certainly proud of our growing engagement in social projects. In 2016, 120,000 beneficiaries received support from our bank. This is a huge impact. Programmes like Santander Universidades, Barrier-free Service, The Way You Drive, "Finansiaki" or the activities of our Foundation are highly visible and make real changes in the reality around us. We also actively support small local communities and help them do something for common good. Therefore this year we have launched the third edition of the Hear I Live, Hear I Change programme which is particularly appreciated by residents of smaller towns. The purpose of the project is to activate the local community around a common goal which will benefit the entire local population.

In your opinion, why should corporate social responsibility be among the priorities of the senior management of business organisations?

The simple answer is that in our times any activities which focus exclusively on profitmaking, without taking into account the expectations of the stakeholders and the impact on the external environment, are bound to fail. In the current world, consumer preferences are influenced not only by the product price or properties, but also a number of other factors. The same applies to financial services. Taking responsibility for the common good and fulfilling obligations towards the society is a clear expectation nowadays.

What is the purpose of reporting on CSR activities? What are the real benefits to the bank of taking part in this time consuming and demanding process which involves many employees and external stakeholders of the bank?

Our financial statements contain a lot of numbers and quality information but they do not say everything about the value of our organisation. They reflect a very important part of our activities, but still only a part. In the present world, the value of brands and the success of business organisation depends on aspects which cannot be found in the books of accounts. Therefore, for the last four years we have been publishing also non-financial reports which bring a lot of additional information about our company. It is also a great tool to review and verify all conducted activities which helps to manage

the future of an organisation in a rational and strategically-focused way. By reading our corporate social responsibility reports, you can see clearly who we are, what our mission is and how we perceive our role in the socio-economic ecosystem. We speak openly about the things we offer to our customers and employees and about the initiatives we engage in. We are sharing the information about our bank so willingly because we are proud of what we do. Every year when I read or browse through the non-financial report of Bank Zachodni WBK I think to myself that the banking business is not only interesting, challenging and full of emotions, but also that it can do a lot of good for the society.

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Who We Are

We are one of the biggest and most innovative banks in Poland. All our activities focus on the ultimate goal reflected in the vision of Bank Zachodni WBK which is to be the best retail and commercial bank that earns the lasting loyalty of our people, customers, shareholders and communities.

We take care to provide quality services to 4 million retail customers, SMEs and large corporations. Our products are offered through one of the largest networks of branches and partner outlets in Poland and via electronic banking channels.

Bank Zachodni WBK in 2016 ¹



4.4m
customers



11,733
employees



658
bank branches



110
partner outlets



12
Business and Corporate Banking
Centres



1,766
ATMs and CDMs



3.22m

registered online and mobile
banking users

¹ Data as at the end of 2016.

In addition to personal accounts, loans, payment instruments and savings and investment products, the financial services offered by us include cash management, payment cards, trade finance, capital market operations, money market, FX and derivative transactions, as well as brokerage services and asset management. Our customers also have access to specialised products offered by companies associated with Bank Zachodni WBK, including investment funds, insurance, leasing and factoring.

Bank Zachodni WBK has four corporate centres (so called Business Support Centres) - in Warsaw, Poznań, Lublin and Wrocław (our registered head office).

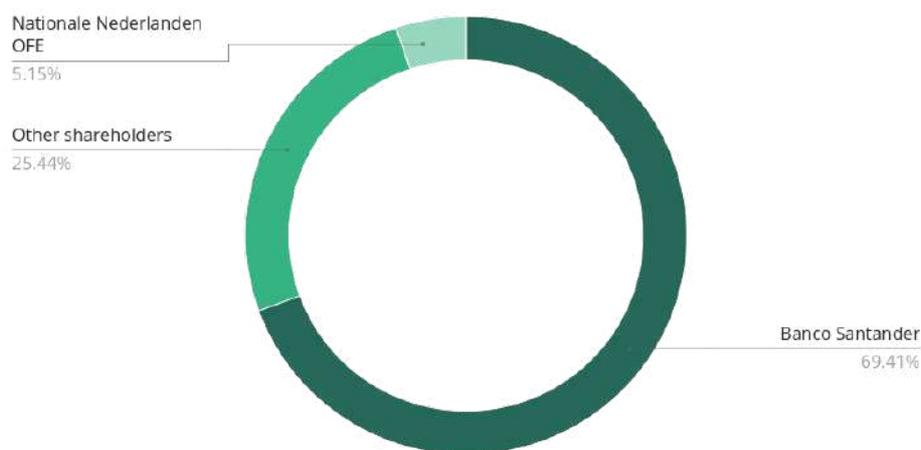


 **RESPECT**
Index

Bank Zachodni WBK is one of 25 companies listed on the Warsaw Stock Exchange which belong to the prestigious RESPECT Index. The RESPECT Index includes socially responsible WSE companies which in their

business operations take into account such factors as environmental and social impact and employee relationships, follow the rules of corporate governance and maintain relationships with stakeholders and investors. In 2016, we qualified for the index for the fifth time.

The majority shareholder of Bank Zachodni WBK is Banco Santander SA which – according to the data from the beginning of 2017 - is one of top twenty banks worldwide and top three in Europe.



In 2016, Bank Zachodni WBK formed a group with 16 subsidiaries. Additionally, the bank holds shares in a number of associated companies. The detailed list can be found on page 15 of the Report on the Activities of the Bank Zachodni WBK Group in 2016 available [HERE](#). The indicators presented in the report refer to Bank Zachodni WBK only.

The bank's financial results are described in detail in the financial report which you can find [HERE](#).

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Santander Group

The Santander Group is one of the largest financial groups worldwide which operates in the retail banking sector and is also active in the area of private banking, business and corporate banking, asset management and insurance.



Santander Group in numbers ¹



12.2k

number of branches



188.5k

number of employees



125m

number of customers



EUR 1,339.1bn

total assets



EUR 102,669m



EUR 6,204m

share capital



EUR 72,314m

market capitalisation

net profit



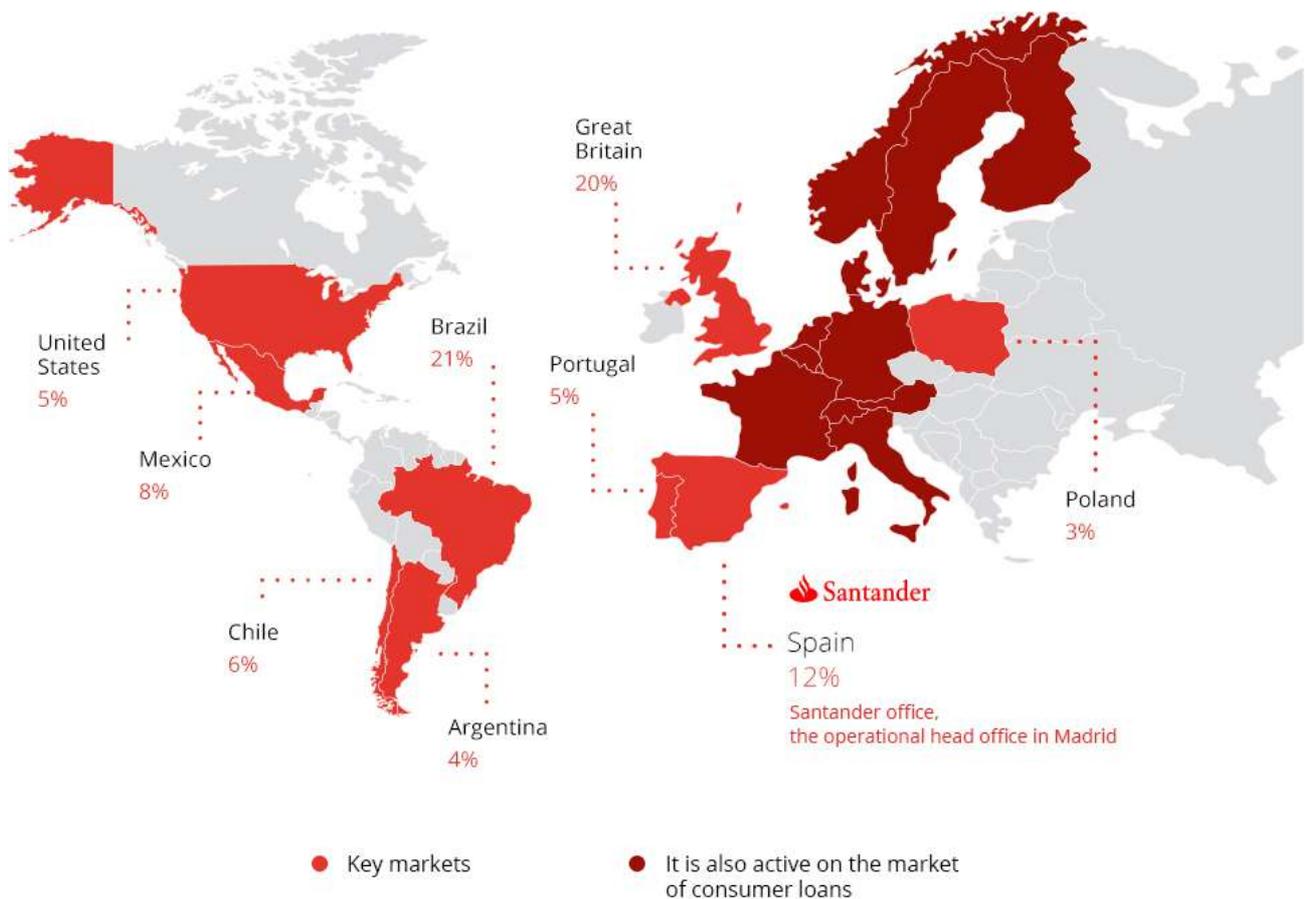
EUR 1,102.5bn

assets under management

¹ Data as at the end of 2016.

Banco Santander, the parent company of Bank Zachodni WBK is a commercial bank founded 160 years ago, with a registered office in Santander and the operational head office in Madrid. The key markets on which the bank currently focuses its business activities include Spain, Argentina, Brazil, Chile, Mexico, United States, Poland, Portugal and the United Kingdom. It is also active on the market of consumer loans in such countries as Germany, France, Italy, Poland and the Nordic states.

Geographic diversification (% of the Group's net profit)



Banco Santander's shares are listed on many stock exchanges, including Madrid, Milan, Lisbon, London, New York, Buenos Aires and – since December 2014 - also on the Warsaw Stock Exchange.

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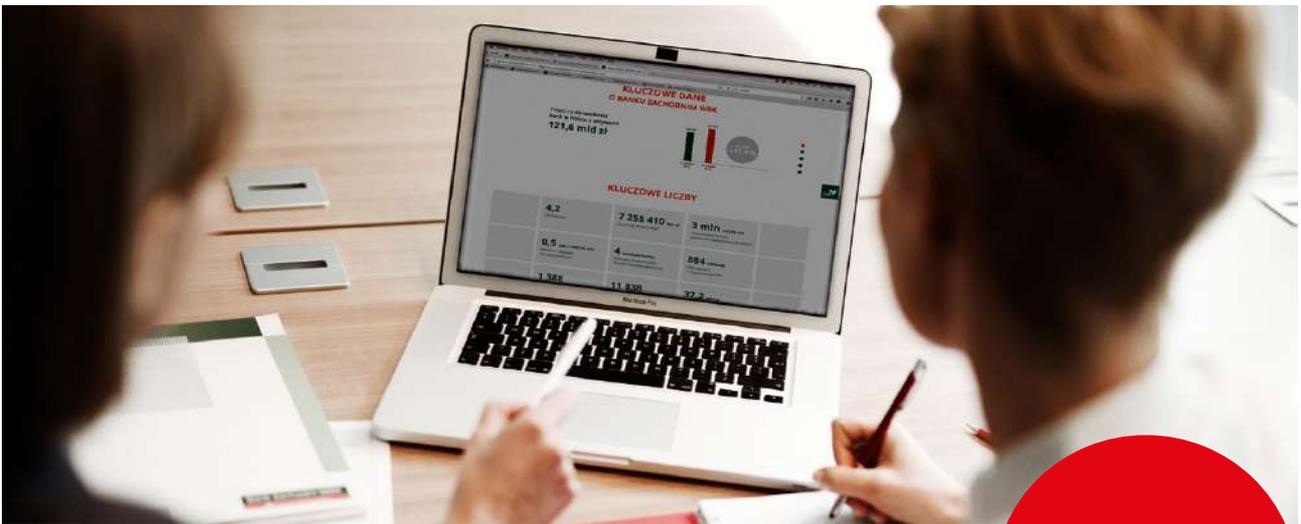


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How our impact changed?

We realise that as one of the largest financial institutions in Poland we play a significant role on the economic map of our country. For instance, being one of the largest taxpayers in Poland we have a major impact on the national economy and the society. In 2016, Bank Zachodni WBK Group paid PLN 865,938k of Corporate Income Tax to the state budget.

Our stakeholders expect us to grow the economic value of the bank, but also to do our business in a conscious and responsible way and engage in important market, social and educational projects. We regularly analyse our activities in terms of their social and economic impact on the environment.

		Customers/ investors		
		2014	2015	2016
	Number of access points (ATMs, CDMs, bank branches and partner outlets)	2,268	2,544	2,546
	Number of customers	4.2m	4.3m	4.4m
	Number of participants of the Entrepreneurs' Academy	5,000	5,500	2,400
	Number of the Bank of Ideas website users	8,863	9,650	1,764
	Payments to investors	1,000,932	1,290,049	535,866

The table presents the data identified by our stakeholders already during the first dialogue session organised by the bank in 2014 as the most significant from the point of view of the bank's impact on the environment. We present the data in the form of a three year summary.

Employees

	2014	2015	2016
 Number of training hours per employee per year	38	37	41.4
 Average salary of a female/ male employee vs. minimum wage	188%/193%	190%/194%	176%/178%
 Number of employees engaged in volunteer work	650	487	660

The table presents the data identified by our stakeholders already during the first dialogue session organised by the bank in 2014 as the most significant from the point of view of the bank's impact on the environment. We present the data in the form of a three year summary.

Social environment

	2014	2015	2016
 Number of branches with Barrier-Free Service Certificates	145	149	153
 Number of universities in the Santander Universidades programme	54	60	55
 Community investments	21,231	21,229	14,549

The table presents the data identified by our stakeholders already during the first dialogue session organised by the bank in 2014 as the most significant from the point of view of the bank's impact on the environment. We present the data in the form of a three year summary.

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Stakeholder dialogue

For many years we have been engaged in open, two-way communication with our environment by organising regular dialogue sessions sessions and workshops attended by our stakeholders. Their ideas, expectations and comments regarding our operations are then reflected in our strategy, current operating plans and the processes of reporting non-financial data.



2014 year

The first dialogue session of Bank Zachodni WBK held according to the AA1000 stakeholder dialogue standard.



6 sessions

Number of all dialogue sessions held until the end of March 2017



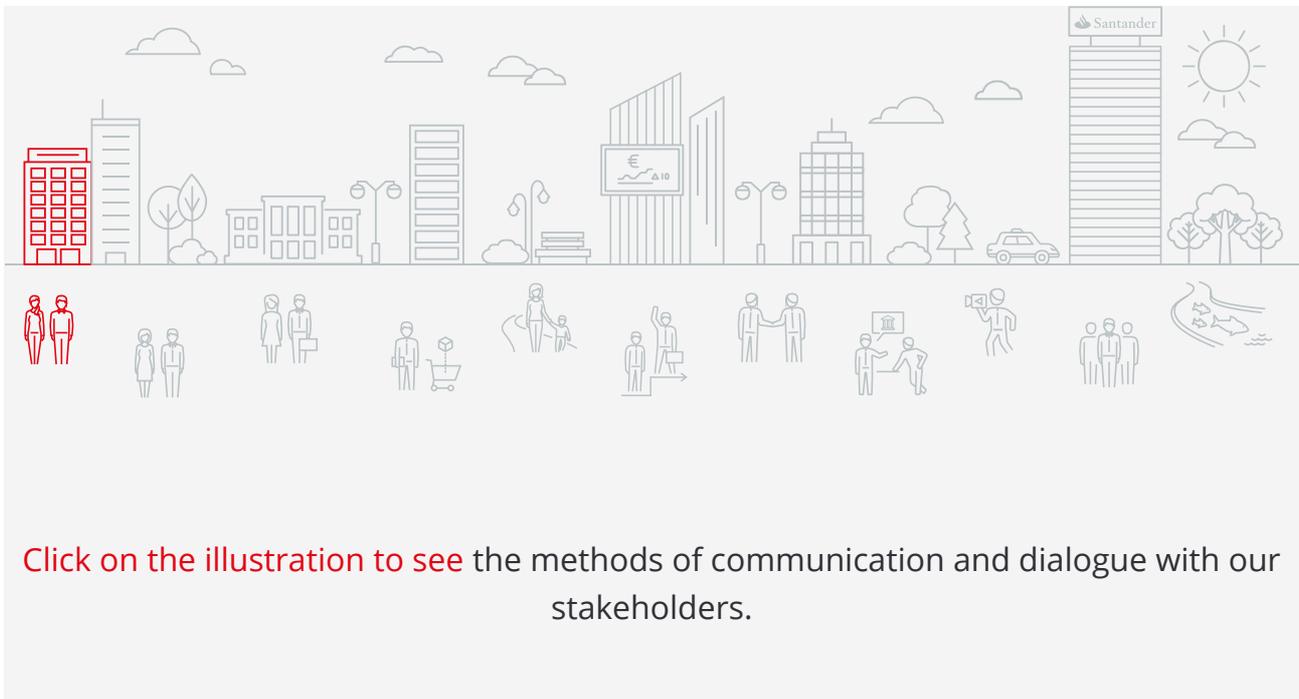
30 stakeholders

Number of participants of the dialogue session held in order to define the scope of the 2016 report.

Examples of session subjects discussed with our stakeholders

- > Expectations regarding the bank's CSR reports.
- > Expectations and recommendations regarding CSR practices implemented by the bank.
- > Opportunities and barriers to the development of employee skill-based volunteering in Poland.

Map of stakeholders and stakeholder expectations



Retail customers

Including: single persons and families, students, young people and seniors, persons with disabilities, wealthy and low-income customers

Business customers

SMEs, companies, Corporate customers, Public sector

Employees

Suppliers and business partners

Social partners

Communities and local authorities, non-governmental organisations, schools and universities, students, graduates, faculty staff and broadly understood academic community

Shareholders and investors

Regulators

Sector and business associations

Media and public opinion

Santander Group

Natural environment



Communication and dialogue channels

- > Bank branches
- > Helpline
- > Website and other online channels (the bank's blog, LinkedIn, FB and Twitter profiles, the Bank of Ideas)
- > Customer satisfaction surveys
- > Meetings.



Example expectations from us in the relationships with the shareholders

The report should inform whether and in what way the bank is accessible to all customer groups, including the persons with disabilities.

Read more

[Service accessibility](#)

Example expectations from us in the relationships with the shareholders

Read more

The report should address the issue of sales ethics and preventing misselling, including the information on the training of the bank's employees and representatives in this area.

[Responsible selling](#)

The report should present examples of activities aimed at providing specific aids to customers.

[Support to customers in a difficult situation](#)

The report should describe solutions from the FinTech and innovation segments. It should also show how the bank facilitates banking from home to its customers.

[Multichannel approach and digitalisation](#)

The report should talk about the bank's approach to resolving conflicts with customers.

[Service quality. Support to customers in a difficult situation](#)

The publication should include information on the responsible development of the product offer.

[Zero tolerance for misseling](#)

The bank should show how it increases the accessibility of its services from home.

[Multichannel approach and digitalisation](#)

Multichannel approach and digitalisation

[Financial education](#)

Example expectations from us in the relationships with the shareholders

Read more

The report should tackle the broadly understood subject of security, including the security of customer data, the biggest risks and the actions to prevent their materialisation.

[Security](#)

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Suppliers and business partners

In Bank Zachodni WBK, all suppliers are subject to the same selection rules as part of every purchasing process and a new (adopted in 2016) supplier qualification process.

Our approach

The rules we have implemented include, in addition to other terms, a number of social criteria, requirements concerning conformance with the human rights and

environmental commitments. All the rules are precisely defined in the following documents:

- > Purchasing policy
- > Supplier selection procedure
- > Ethical business conduct guidelines
- > Supplier management policy
- > Supplier qualification procedure
- > Supplier contracting procedure



Our priority was to align the supplier management model to the international standards of the Santander Group and to simplify the procedures and facilitate the process. The outcome of our efforts are the following amended regulations:

- > Policy of the bank's cooperation with suppliers (in effect as of 21 December 2016)
- > Supplier management procedure (in effect as of 22 December 2016)

The bidders who participate in the procurement processes complete a CSR questionnaire prepared by us which concerns:

- > the applied employment practices and respecting human rights,
- > meeting the environmental criteria, including the environmental impact of the goods and services offered.

The outcome of the completed CSR questionnaire is taken into account during the evaluation of the bids and may have an impact on the ultimate choice of the future partner. The requirement also has educational value for our partners. Many companies who are requested to complete the CSR questionnaire as part of the supplier selection procedure under the bank's procurement processes, start paying closer attention to conformance with the corporate social responsibility standards.

Who we work with

2015

2016



384

purchasing processes executed by the Procurement Office

745

potential suppliers completed the CSR questionnaire as part of the purchasing process

more than
450

purchasing processes executed by the Procurement Office

362

existing suppliers completed the CSR questionnaire

A great majority of the suppliers of goods and services to the bank are Polish companies or foreign companies with an office or branch registered in Poland. Less than 4 % of all companies working with us are entities registered outside Poland. Most are European companies and only a few suppliers are based outside Europe.

Responsibility for our suppliers

Since January 2016, we have included in all newly signed supplier agreements obligatory CSR clauses. In this way we impose on our suppliers an obligation to respect all ten Global Compact principles adopted by the UNO in Davos, in January 1999. It is one of the elements of aligning the supplier qualification process with the international standards in force in our Group.



Human rights

1. Protection of internationally proclaimed human rights.
2. Businesses cannot be complicit in human rights abuses.

Labour

3. Freedom of association and the effective recognition of the right to collective bargaining.
4. Elimination of all forms of forced and compulsory labour.
5. Abolition of child labour.
6. Elimination of discrimination in respect of employment and occupation.





Environment

7. Precautionary approach to environmental challenges.
8. Undertaking initiatives to promote greater environmental responsibility.
9. Development and diffusion of environmentally friendly technologies.

Anti-corruption

10. Working against corruption in all its forms, including extortion and bribery.



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Organisations and associations

Our membership in associations and organisations:

- Responsible Business Forum (FOB)
- Polish Bank Association (ZBP)



As part of our cooperation with the Polish Bank Association in 2016, we took part in the work of:

- Property Financing Committee,
- LEADER Working Group,
- Financial Service Quality Committee,
- Banking Law Council,
- Infrastructure and Communication Financing Working Group,
- Consumer Credit Committee,
- European Funds Working Group, and
- Qualification Standards Committee.
- We are a strategic partner of the Responsible Business Forum.

We have joined the Partnership for Sustainable Development Goals (SDG).

The bank is also a signatory of:

- > Declaration of Polish Businesses for Sustainable Development, as part of the project called the Vision of Sustainable Development of Polish Businesses until 2050,
- > Best Banking Practices,
- > Diversity Charter
- > Code of Best Practice of the Financial Market,
- > Equator Principles as part of the Santander Group,
- > and a member of the Ministry of Development's Working Group for CSR Education and Promotion in Poland.

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How we influence the environment

Our business activities involve the use of natural resources and have impact on the natural environment. In an attempt to minimise any negative influences, we have therefore adopted a conscious approach to environmental aspects reflected in our business strategy.

You can read more about the policies implemented by us, which describe the approach to be taken in relations with "potential business customers from a sensitive industry – bank institutions", which apply, among other, to the terms of cooperation

with entities which may have a material aspects on the condition of the natural environment.

Our offices, company cars and the habits of our staff may all have impact on the climate change and on the volume of natural resources consumption. Therefore, we focus on energy efficiency and on the reduction of fuel, water, paper etc. consumption directly in our daily activities.



More and more buildings with environmental certificates

How many of our employees work in LEED or BREEAM certified buildings?



Worth emphasising is the fact that 35% of the Business Support Centre work in buildings with the highest LEED Platinum certification level. Such buildings are most advanced in terms of energy efficiency and ecology.

In 2018, the percentage for the Business Support Centre will go up to 80%, as we are building our offices in Wrocław which will be submitted to such certification. Approximately 1,350 people will be working in our new office building.

Green offices of Bank Zachodni WBK

In 2016, we opened another **17 Green Offices**, i.e. bank branches certified for conformance with environmental standards. Their purpose is to build the pro-environmental awareness of the employees and customers and to reduce the negative environmental impact and operating costs.



Already **53 of our branches** have received the Green Office Standard.

Energy efficiency

The consumption of energy and fuel is closely monitored by us and the new technologies implemented in the bank bring savings measured in kWh. Additionally, while choosing our energy supplier every year, we are taking into account the share of green energy in the energy offered by each supplier.

- > In 2016, we consumed 2308.425 MWh of electric energy less than in 2015.
- > 13.1% of the bank's employees drive company cars.
- > Our consumption of petrol in 2016 increased by 732 m³.

Energy consumption

	Consumption in 2015	Consumption in 2016
Total electric energy consumption [MWh]:	36,364.143	34,055.718
Total consumption of energy from non-renewable sources [MWh]:	20,333.05	21,189.26
natural gas:	15,053.03	16,516.183
fuel oil:	2,059.5	2,858.9
diesel oil:	3,221.02	1,814.18

Consumption of raw materials by weight

	Consumption in 2015	Consumption in 2016
Petrol [m ³]	2,778.654	3,510.559
Natural gas [m ³]	1,505,302.86	1,551,301.759
Fuel oil [tonnes]	176.025	244.353
Diesel oil [m ³]	322	181.418

Examples of our actions

Replacement of traditional light bulbs with LED lighting with a ten times longer operating life:

- > In 2016, we changed the lighting to LED in another 10 branches.
- > In 2017, the process will be continued on a wider scale.
- > Compared to ordinary luminaires, LED lamps offer 40% of energy savings.

Replacement of the cooling agent in air condition units with a more environment-friendly substance.

- > In 2016, we replaced 121 air-condition units.
- > The new air-condition units offer 20% energy savings.

The outside illumination of our Business Support Centre buildings is controlled by dusk to dawn sensors which automatically switch the lights on and off to reduce the

consumption of energy.



Every year, we take part in the Earth Hour campaign and switch off the lights in our head office buildings. What's important, we take the opportunity to educate our employees about the significance of various environment friendly behaviours, such as waste segregation, saving energy or paper.

Paper consumption

		2015	2016
	Paper consumption [tonnes]:	510.70	448.96
	Paper sent for recycling [tonnes]:	1,265	1,437.38

We use printers in which double-sided print is a default setting. More and more things are also handled via electronic channels (electronic mail). In 2017, the bank's Accounting Department will start accepting e-invoices from the suppliers.

CO₂ emissions

	2015	2016
CO ₂ emissions attributable to electric energy purchased for the bank	30,236.79 CO ₂ tonnes	27,176.46 CO ₂ tonnes
CO ₂ emissions related to heat generation	3,622.415 CO ₂ tonnes	3,888.02 CO ₂ tonnes
CO ₂ emissions related to transport and fuel combustion in company cars	7,312.96 CO ₂ tonnes	8,622.487 CO ₂ tonnes

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Strategy and management

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Management structure

Management Board

Bank Zachodni WBK is managed by ¹



Michał Gajewski

President of the Management Board
of Bank Zachodni WBK

Members of the Management Board of Bank Zachodni WBK:



Andrzej Burliga

Vice-President of the Management Board of Bank Zachodni WBK in charge of the Risk Management Division



Michael McCarthy

Vice-President of the Management Board of Bank Zachodni WBK in charge of the Business and Corporate Banking Division



Marcin Prell

in charge of the Legal and Compliance Division



Mirosław Skiba

Vice-President of the Management Board of Bank Zachodni WBK in charge of the Retail Banking Division



Feliks Szyszkowiak

Vice-President of the Management Board of Bank Zachodni WBK in charge of the Digital Transformation Division



Juan de Porras Aguirre

Vice-President of the Management Board of Bank Zachodni WBK in charge of the Global Corporate Banking Division



Maciej Reluga

in charge of the Financial Management Division, Chief Economist



Dorota Strojowska

in charge of the Business Partnership Division



Carlos Polaino Izquierdo

in charge of the Financial Accounting and Control Division

Artur Chodacki

in charge of the Small and Medium Enterprise Banking Division





Arkadiusz Przybył

in charge of the Retail Distribution
Area, Retail Banking Division

¹ Composition of the Management Board of Bank Zachodni WBK valid as at 30 April, 2017.

In 2016, Ms. Beata Daszyńska-Muzyczka and Mr. Paweł Wieczorek stepped down as Management Board Members.

On 22 June, 2016 Mr. Artur Chodacki was appointed a Member of the Management Board of Bank Zachodni WBK.

On 29 November, 2016 the role of the President of the Management Board of Bank Zachodni WBK was taken up by Mr. Michał Gajewski (nominated to the position on 16 May, 2016). At the same time, Mr. Gerry Byrne ceased to act as the President of the bank's Management Board.

On 14 December 2016, Ms. Dorota Strojowska was appointed a Management Board Member and took up the position in 2017, after the expiry of her previous employment commitments.

Supervisory Board ²



Gerry Byrne

Chairman of the Supervisory Board
of Bank Zachodni WBK



José Luis De Mora

Deputy Chairman of the
Supervisory Board of Bank
Zachodni WBK

Members of the Supervisory Board of Bank Zachodni WBK:



Danuta Dąbrowska



Witold Jurcewicz



John Power



Marynika Woroszyńska-Sapieha



José Manuel Campa



Jerzy Surma



David R. Hexter



Jose Garcia Cantera

² Composition of the Supervisory Board of Bank Zachodni WBK as at 30 June, 2017.

Between 1 January, 2016 and 30 June, 2017 there was one change in the Supervisory Board composition. On 17 May, 2017 Mr. Jose Manuel Campa was appointed to the Supervisory Board in place of Mr. Jose Manuel Varela who resigned as the Supervisory Board Member.

Sustainability Committee

Conformance with the CSR Policy of Bank Zachodni WBK is supervised by the Sustainability Committee chaired by the Board President. Its members are the heads of divisions and areas which are involved in CSR matters. The Committee presents a proposal of the strategy and monitors the related initiatives implemented by the bank.

The CSR report is an element of the bank's annual statements and presents the bank's strategy, management and goals in the area of sustainability.

Additional information: To read the full version of the "Management Board Report on the Activities of the Bank Zachodni WBK Group in 2016", click [HERE](#).

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Bank Zachodni WBK

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Strategy and financial performance

All decisions and actions made in Bank Zachodni WBK are consistent with our mission, vision and values which we translate into specific actions and performance measures.

Business strategy

Our vision encourages us to:

- Become a leading bank in terms of service quality, focusing on customer needs and expectations;
- Build long-term relationships with customers based on trust, loyalty and enhanced customer experience;
- Create an engaging work environment through collaboration, communication and bottom-up initiatives raised in all the bank's units;
- Grow faster than peers;
- Become the best retail and commercial bank earning the lasting loyalty of people, customers, shareholders and communities.

Mission, vision and values of Bank Zachodni WBK



Mission

To help people and businesses prosper



Vision

To be the best retail and commercial bank and earn the lasting loyalty of people, customers, shareholders and communities.

VALUES



Simple

A simple bank offers its customers access to convenient services and transparent products, no matter when and how they want to use them.

Every day the processes are being improved to make them easier and more understandable to customers and employees.



Fair

The employees of a fair bank treat others the way they would like to be treated themselves. The bank provides investors with an adequate long-term return on investment, while taking care to fulfil its obligations towards local communities.



Personal

A personal bank treats its customers with respect and offers them professional, personalised service which can be trusted. It also supports the employees in the development of their qualifications and fulfilment of their ambitions.





Financial results



Market shares of Bank Zachodni WBK Group on the Polish Market: ¹

- > 9.8% on the credit market
- > 9.7% on the deposit market

¹ Data valid as at the end of December 2016.

Direct economic value generated and distributed, including revenues, operating costs, employee wages and benefits, grants and other community investments, retained earnings and payments to capital providers and to government agencies

	2015 (PLN)	2016 (PLN)
Revenues	5,057,728	5,728,009
Operating costs	1,654,137	1,836,861
Employee wages and benefits	1,205,219	1,176,103
Payments to capital providers	1,290,049	535,866
Payments to government	455,940	587,383
Community investments	21,229	14,549
Economic value retained	431,154	1,577,247

Tax liability

Bank Zachodni WBK makes a contribution to the national economy and the wellbeing of the society by paying all taxes due and withholding at source the taxes due to third countries. We meet all corporate government requirements in this respect imposed on us by the Polish Financial Supervision Authority and the Warsaw Stock Exchange. We have also implemented all good practices to prevent and minimise tax and reputational risks.

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CSR priorities

In Bank Zachodni WBK, we do business taking into account the real impact of the decisions made on all our stakeholders – customers, employees, shareholders, business partners, local communities and the natural environment.

CSR and sustainability priorities

Our priorities in the relationships with the key stakeholders are set out in the Strategy of Bank Zachodni WBK.

Strategic business goals



1.

Long-lasting relationships with retail customers and SMEs



2.

The best bank for business customers in Poland



3.

Enhancement of customer relationships through an upgraded portfolio of products



4.

New technologies



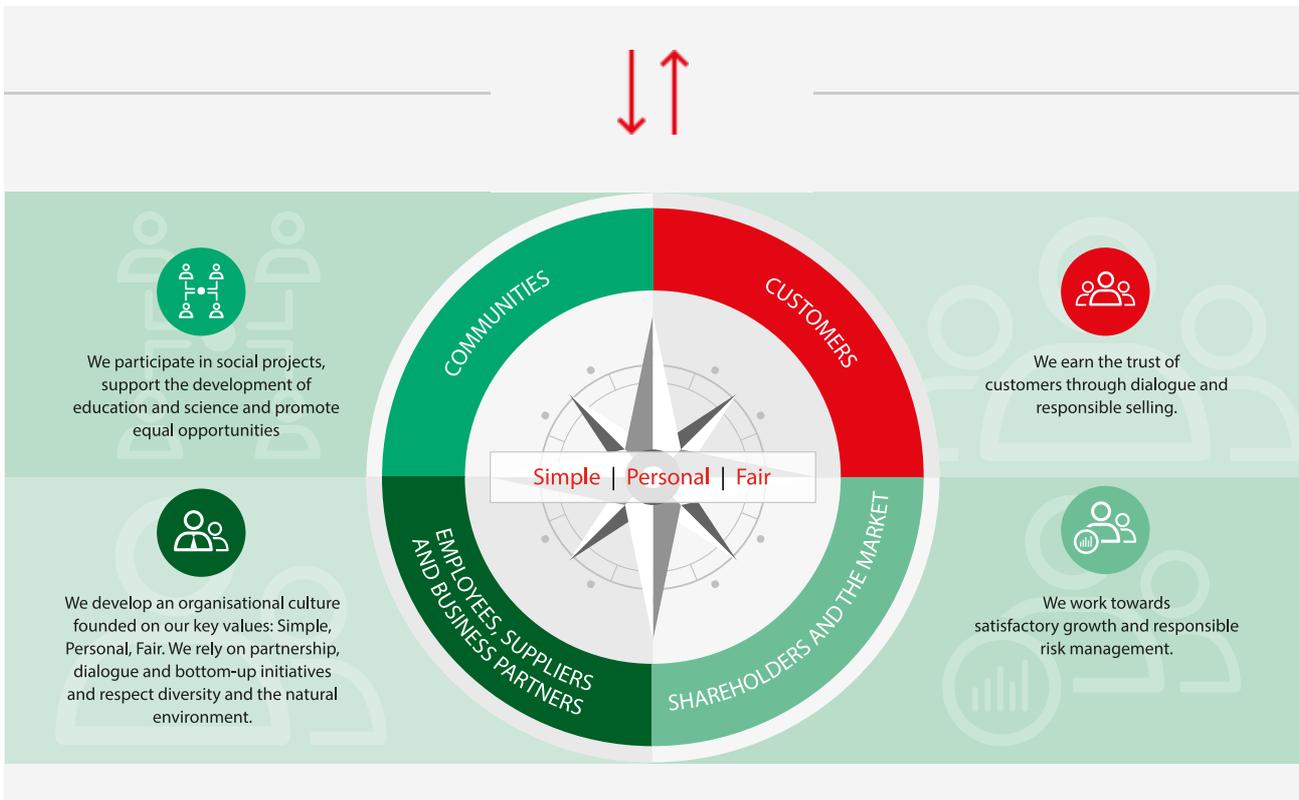
5.

Multi-channel transformation



6.

Engaging work environment for employees environment.



We have the Sustainability Policy in place

In June 2016, the Sustainability (CSR) Policy of Bank Zachodni WBK was implemented. It defines our approach to sustainable development, the main goal of which is to manage the social and environmental risk and to build long-term value for all stakeholders: employees, customers, business partners, shareholders and communities.

The document contains a number of voluntary ethical, special and environmental commitments which go far beyond the requirements imposed by the applicable legal regulations. The policy is complemented by a number of other, detailed regulations adopted by the bank, including:

- > Climate Change Policy
- > Human Rights Policy
- > Corporate Volunteering Policy
- > Sector Risk Management Policies applicable to sensitive sectors, including the arms, energy and wood industries.

We are one of few financial institutions which have developed and implemented such a broad package of CSR and sustainability policies which regulate not only our internal

actions or supply chain practices but also business relationships with potential customers. The policies influence our business decisions and the requirements we have towards prospective customers from the sensitive sectors.

[The Sustainability Policy \(CSR\) of Bank Zachodni WBK.](#)

[The strategy is consistent with the global strategic directions of the Santander Group.](#)

Our policy versus the UN Sustainable Development Goals



The Sustainability Policy of Bank Zachodni WBK is based on good practices and guidelines set out in international documents: conventions, protocols and codes of conduct. Of special significance, are the Sustainable Development Goals 2015-2030 set by the United Nations Organisation.

We focus on the achievement of the following UN Sustainable Development Goals:

Goal 4. Ensure inclusive and quality education for all and promote lifelong learning.

Goal 5. Achieve gender equality and empower all women and girls.

Goal. 8. Promote inclusive and sustainable economic growth, employment and decent work for all.

Goal 9. Build resilient infrastructure, promote sustainable industrialization and foster innovation.

Goal 13. Take urgent action to combat climate change and its impacts.

Goal 17. Revitalize the global partnership for sustainable development.





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Ethics

The General Code of Conduct defines the basic ethical standards and promotes attitudes and behaviours consistent with our key values: Simple, Personal and Fair. It is a collection of guidelines for all our employees, regardless of their role in the organisation.

The Code is complemented by a number of additional regulations which set forth precise rules to be followed in respective areas, such as:

- > Code of Conduct on Securities Markets
- > Code of Conduct in Research Activities
- > Conflict of Interest Policy
- > Anti-Money Laundering Policy
- > Anti-Corruption Programme
- > Corporate Defense Model
- > Respect and Dignity Policy.



The General Code of Conduct is based on the following values

- > Equal opportunities for all
- > Respect for others
- > Work-life balance
- > Health and safety at work
- > Protection of the environment and social responsibility
- > Collective rights

Ethical attitudes

In Bank Zachodni WBK, we attach great attention to the the bank's reputation. In 2016, we implemented a new corporate defence model which obliges all employees to act always in conformance with the law in force and in a way which prevents the occurrence of any offences which could give rise to sanctions imposed on the bank.

We carry out a number of educational projects promoting ethical standards of conduct, including an e-learning training programme implemented for a number of years. The training promotes desirable attitudes expected from employees in such areas as the business ethics, compliance, transparency, anti-corruption and identification of conflicts of interest.



2,744

trained employees



6,346

training hours

Training in anti-corruption policies and procedures

	Employment category	Percentage of employees that the organization's anti-corruption policies and procedures have been communicated to	Percentage of employees that have received anti-corruption training
	Management Board members	100%	90%
	Senior management	100%	84%
	Middle management	100%	92%
	Other employees	100%	82%

Additionally, in 2016 an information and training campaign called "RiskPro" was launched, the purpose of which was to disseminate among the employees the knowledge about risks, including the reputational risk.

High-risk sectors

Our ethical standards and the related internal regulations determine all business decisions of the bank. In 2016, at the time of the launch of our Sustainability (CSR) Policy, we extended the management of environmental and social risks to cover our relationships with customers from sensitive sectors. Bank Zachodni WBK respects the applicable international standards and documents, in particular including the Equator Principles which refer to the following aspects:

- > Protection of biodiversity and long-term management of natural resources
- > Employee rights

- > Prevention of pollution and toxic emissions
- > Climate change
- > Health and safety of the population
- > Land acquisition and voluntary resettlement
- > Rights of indigenous people
- > Cultural heritage
- > Human rights





Pioneering sectoral policies of Bank Zachodni WBK

We are proud of the fact that as one of the first financial institutions in Poland we have implemented detailed sectoral sustainability policies concerning the financing of the defence industry and the energy and soft commodities sectors.

The policies define, inter alia, activities which are excluded or restricted by the Santander Group with regard to the respective sectors. The examples of activities which are categorically prohibited include the manufacture, sale and

distribution of mass destruction weapon (in the case of the defence sector) or deforestation of areas classified as areas of special environmental value (in the case of the soft commodities sector).

We have also adopted the Policy of Financing Political Parties. The bank, abiding by the principles of transparency, integrity and political neutrality, shall not accept any actions of its management or employees which could lead to a breach of the policy provisions or which could expose the bank to reputational risk. We do not make any political donations either.

Additionally, the ethical and sustainability standards have a bearing on the supply chain management.

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Awards and recognitions

The assess the achievement of our business strategy in conformance with the principles of sustainability and corporate social responsibility mainly on the basis of the feedback from our customers, employees, suppliers, social partners and other stakeholders. But we also take pride in the awards and recognitions granted to our bank by experts.



Best Bank in Poland

The title of the Best Bank in Poland awarded in the international competition Euromoney Awards for Excellence 2016 in recognition of outstanding effectiveness and excellent financial performance (July 2016).



CSR Reports Competition

Two awards in the tenth anniversary edition of the CSR Reports competition – from Internet users and journalists. The bank's report was the only awarded

publication representing the financial services industry.



Institution of the Year 2016

Top position in the second edition of the Institution of the Year 2016 ranking by Mojebankowanie.pl (June 2016), for the best remote customer services.



Luminatus 2016

An accolade from Bloomberg Businessweek Poland monthly for the Export Development Programme under which the bank implements a range of

initiatives facilitating the international expansion of Polish businesses (June 2016).



2016 Wprost Portfolio Award

The best account in the “account for the young” category voted by the jury of the 2016 Wprost Portfolio Awards. (June 2016).



WSE Award

An award granted by the WSE to BZ WBK Brokerage Office in recognition of the

An award granted by the WSE to BZ WBK Brokerage Office in recognition of the highest share in options trading without market-making in 2015. The jury panel appreciated not only the performance (39% share in the options market) but also the impact on the Polish capital market.



Analyst ranking

In the annual analyst ranking published by Parkiet daily, BZ WBK Brokerage Office Stock Market Analysis Team was rated high by institutional investors. Nearly all the analysts from the Brokerage Office were ranked in the top ten in their respective categories, and three analysts made it to the top three in Poland.



Bank Team of the Year

Bank Team of the Year

BZ WBK Property Finance Department was selected the Bank Team of the Year in the latest edition of the international CIJ Awards 2016 (November 2016). The awards are granted in recognition of the achievements on the property market by Roberts Publishing Media Group, the publisher of CIJ – an English language industry magazine about commercial properties in Central and Eastern Europe.



Silver Laurel for Barrier-Free Banking

An award in the competition organised by the International Project Management Association (IPMA) Poland in the category of social and organisational projects aimed at creating solutions for persons with different disabilities (November 2016).



Entrepreneur-Friendly Bank

The title of Banking Quality Leader 2016 in the 17th edition of the Entrepreneur-Friendly Bank competition (November 2016) awarded by the judging panel in recognition of the exceptionally active approach towards SMEs, a wide array of products and services and top service quality.

ZŁOTE
SPINACZE

Golden Clip 2016

Four awards in the prestigious Golden Clip competition organised by the Association of Public Relations Companies. The #12player project received one gold and one silver statuette and the Export Development Programme – two silver statuettes.



Golden CSR Leaf

The Golden CSR Leaf is awarded by the Polityka weekly and Deloitte consultancy to organisations which make the highest contribution to sustainable social and economic development. The assessment criteria are based on the social responsibility guidance of the international ISO 26000 standard.



Ranking of Socially Responsible Companies

Bank Zachodni WBK made it to the Top Ten (#7) in the ranking of the largest companies in Poland assessed in terms of the quality of the CSR management. The ranking is prepared every year by the Responsible Business Forum. Additionally, the bank was ranked third in the “Banking, finance and insurance” category. In the 11th edition of the Ranking of Socially Responsible Companies, Bank Zachodni WBK climbed two place up from 2016 and was ranked fifth. Bank Zachodni WBK was the only financial sector institution in the so called “diamond” category of companies which tackle the most important challenges by implementing responsible innovations.



Golden Banker

Number two in the survey published by Puls Biznesu, Bankier.pl, TNS Polska and Obserwatorium.biz in the mortgage loan category (April 2016) in recognition of the comprehensiveness of the mortgage loan proposition, its accessibility to customers with a lower down payment, a competitive margin and attractive early repayment terms.



Top Brand 2016

The title of a Positive Brand in the Top Brand 2016 ranking organised by the Press magazine (November 2016). The award was granted in recognition of the highest rate of positive publicity among all bank brands. The bank was also ranked second in terms of the overall number, scope and tone of publications.

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Customers

Bank Zachodni WBK

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Partnership cooperation

We provide services to 4.4 million customers and we treat it as a great obligation. Our goal is to help people and businesses prosper.

We believe that the key to building successful and lasting partnership relations is to know our customers' needs and take them into account in our daily activities and strategic decisions. Therefore, for a number of years we have been regularly asking our customers about their opinions, needs and expectations from the bank. Such knowledge helps us to:

- improve the customer service standards
- simplify our proposal and procedures
- facilitate communication
- ensure convenient access to our services to persons with various types of disabilities
- implement new technologies, develop and promote remote contact channels.

UN Sustainable Development Goals by 2030:



Goal 8. Decent work and economic growth:

Promote inclusive and sustainable economic growth, employment and decent work for all.

<http://www.un.org.pl/cel8>



Goal 9. Industry, innovation and infrastructure:

Build resilient infrastructure, promote sustainable industrialization and foster innovation.

<http://www.un.org.pl/cel9>



Goal 11. Sustainable cities and communities

Make cities inclusive, safe, resilient and sustainable.

<http://www.un.org.pl/cel11>

We listen to the voice of our customers using the following channels:

- [Bank of Ideas](#) social platform
- Customer Voice survey
- Encouraging customers to provide feedback to the bank via electronic channels and by telephone
- Office of the Customer Care Officer
- Social media
- Dialogue sessions attended by customers

Customers of Bank Zachodni WBK



Retail customers



Retail Banking Division



Small and medium-size companies



SME Banking Division, BZ WBK
Leasing



Large companies, local governments and public sector



Business and Corporate Banking
Division



Biggest institutional clients



Global Corporate Banking Division

Our corporate values - Simple, Personal, Fair - guide us in everything we do.

We stay focused on the delivery of high quality services and products.



Simple



Products and services are tailored to customers' needs and expectations and based on easy to understand and uncomplicated solutions.



Fair



Employees treat others the way they would like to be treated themselves. Banking business is conducted in a transparent and compliant manner.



Personal



Customer relationships are built on solid foundations, taking a long-term perspective. Customers are provided with tailored products and personalised services.

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Retail customers

The Retail Banking Division provides services to more than 4 million retail customers, broken down into 4 segments: Standard, Premium, VIP and Private Banking which differ with regard to the degree of the service personalisation.

Accounts worth recommending



Simple products, transparent terms

- Current and savings accounts
- Cash loans, home loans and overdrafts
- Payment cards
- Term deposits and investments
- Insurance products

Accounts worth recommending



Already 3.9m
personal accounts



78%
increase in the sale
of the Account Worth
Recommending in
BZWBK24 internet
and BZWBK24
mobile.



346k
personal PLN
accounts (vs. 311,000
in 2015).



65k accounts
record-high sales of
personal PLN
accounts (vs. 32,000
accounts in 2015).



Account <20
awarded twice in
2016:
First award in the
"WPROST Portfolios
2016" competition, in
the category "Bank
Account for the
Young"
First award in the
ranking of personal

accounts published
by TotalMoney.pl in
the category "Best
Account for the
Underaged"

More convenient card services

Like in previous years, the bank's main efforts around payment cards focus on increasing their functionality and safety. The most important developments include:

- > A simplified debit and credit card offer closely aligned with the customers' specific needs and transaction activity.
- > A modified schedule of fees and charges.
- > An automated process of issuing new cards in place of cancelled cards (without a need to sign a new agreement).
- > The Digital BZWBK MasterPass™ Wallet which records and stores payment card details and enables online payments based only on logging to the system (without a need to enter the card data).
- > Contactless mobile phone payments via BZWBK24 mobile using Visa and MasterCard mobile debit and credit cards.

All our customers received access to the eFX currency exchange service via BZWBK24 internet and mobile platforms. The service offers quick and advantageous exchange of currencies any time, any place – also abroad.

A card which helps

We offer our customers an opportunity to regularly support the Pajacyk campaign organised by the Polish Humanitarian Action. Under our cooperation with PAH, we support the organisation with a certain fraction of funds related to the issue and use of Visa Silver Akcja Pajacyk cards. In this way, we jointly help to improve the situation of children in need who are beneficiaries of the Pajacyk programme. Over the period of 15 years, Bank Zachodni WBK contributed to Pajacyk nearly PLN 6 million. In 2015, the bank spent close to PLN 480,000 on malnourished children in Poland. The money was used to buy 108,000 meals for 1,179 children in 76 facilities. In 2016, the amount totalled PLN 500,000. The purpose of the Pajacyk programme is to provide meals to children at schools and to improve the system of providing free meals to disadvantaged children in Poland. The partners of the programme are primary and junior schools and day care centres. These institutions receive the money to finance the provision of free meals to children in needs.







Better service for VIP customers

In 2016, we launched the Global Select Offer, i.e. the Santander's Group special service dedicated to VIP customers. Thanks to the service we can support our customers also when they are abroad. Our proposal includes:

- > Assistance in establishing a relationship with a new bank from the Santander Group in the event of moving abroad
- > Priority credit card services in the event of a credit card loss abroad
- > An opportunity to use the services of over 40 Select Embassies located in the main cities of the countries in which the Santander Group operates.

Bank for the family



In 2016, Bank Zachodni WBK joined the government programme "Family 500+". The bank's customers can quickly and easily file applications for the benefit via BZWBK24 internet. After completion of the form and collection of the required documents, the application is automatically sent to the central system of the Ministry of the Family, Labour and Social Policy, from where it is forwarded to the appropriate Social Welfare Centre or office indicated by the customer in the application.



KARTA DUŻEJ RODZINY

The bank has also signed a cooperation agreement with the Ministry of the Family, Labour and Social Policy regarding the "Big Family Card" programme. Families with at least three children can benefit from a special promotional offer including, among other things, a 1 | 2 | 3 personal account, a mortgage loan or a cash loan with preferential price terms.

Important insurance



BZ WBK-Aviva

In July 2016, the bank started offering a new insurance prepared by BZ-WBK Aviva, covering the risk of being diagnosed with cancer. The onco-policy provides for a financial assistance in the form of a one-off payment of up to PLN 200,000. The funds received can be spent according to one's needs e.g. to finance private medical appointments with specialists, purchase of non-reimbursed medicines or complementary therapies or treatment abroad. The onco-policy also covers a broad range of healthcare services, both in the area of cancer prevention and treatment.

Awards



In 2016, BZ WBK-Aviva companies received Customer-Friendly Company certificates awarded on the basis of independent customer surveys carried out by the Management Observatory Foundation.



In January 2017, BZ WBK-Aviva Towarzystwo Ubezpieczeń na Życie made it to the top three in the Friendly Insurance Company competition organised by Gazeta Bankowa and was number one in the life insurance category. It was already the seventh edition of the ranking of the best insurance companies on the Polish market. The judging panel evaluates information from insurers and the Insurance Ombudsman concerning the customer service quality and loss adjustment.

Accessible loans

Simple home loans



Number 4

in the sales of home loans according to the report of the Polish Bank Association



14.3%

market share, + 3.5 p.p. vs. 2015



21%

share in the market of Home for the Young loans



Number 1

in the Comperia Stars ranking



Number 2

in the Golden Banker ranking

Simple cash loans

In 2016, we simplified our cash loan proposal and the related credit decision process.



- > The lending period extended to 120 months
- > The interest rate at 4.99% for customers with very good credit rating
- > Lower fees for loans sanctioned in remote channels
- > Sale of low-value loans on the basis of declared income

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Bank for SMEs

We want to be a partner to SME customers, advise them and provide a wide range of non-financial services, such as: assistance in making contacts with potential counterparties and investors, providing important industry information, organising special workshops and training courses.

Our response to the needs of SMEs

- We provide services to approximately 290,000 SME customers.
- 11.000 new SMEs became ours customers in 2016.
- A dedicated Customer Relationship Manager is assigned to every company.
- SME customers can take advantage of business accounts, payment cards, online and mobile banking platforms, credits and loans, factoring, leasing, support to foreign trade operations (including the trade finance module), term deposits and investments. SME customers are supported on an ongoing basis by the Multichannel Communication Centre, Business Customers Service Centre and BZWBK24 Moja Firma Plus and iBiznes24 Helpdesk.



Our SME Banking Division supports the growth of customers' business by following the three fundamental principles:

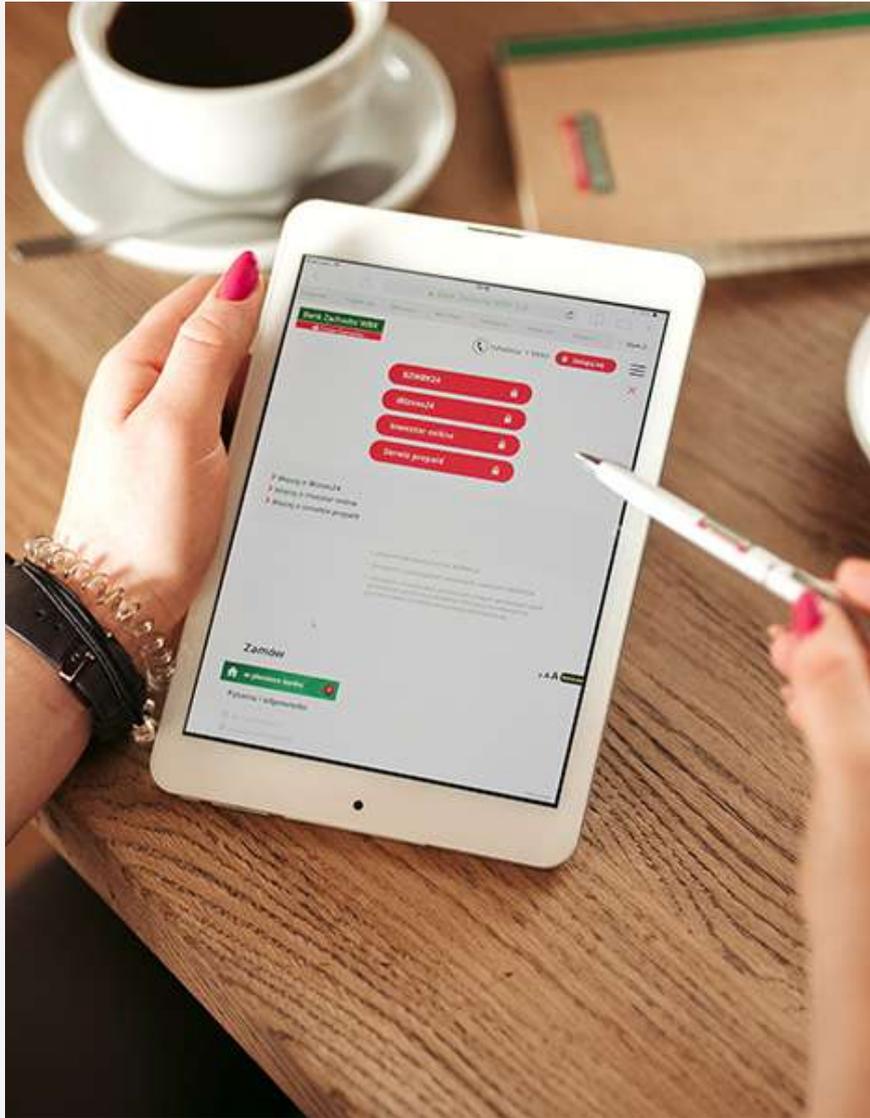
1. High quality of service, competence of advisors in branches and functionality of remote contact channels
2. Building customer loyalty and lasting relationships with customers.
3. Unparalleled, simple product offer complemented by a range of non-financial services.

In accordance with the adopted strategy, we focus on providing a **simple offer of banking products and easy access to banking services**.

Major developments:

- > We have modified the proposal of current accounts for SMEs, leaving only two versions of the Account Worth Recommending – a premium account for entrepreneurs with extensive transactional needs and a standard version for less active businesses.

- > We have added current accounts for SMEs denominated in untypical currencies, such as the Chinese yuan (CNY), the Mexican peso (MXN), the Romanian leu (RON), the Russian ruble (RUB) and the Turkish lira (TRY).
- > We have launched an online SME loan service (up to PLN 50,000) for external customers who are sole traders. The preliminary credit decision is communicated remotely, based on an online application completed by the customer.
- > We have launched a new credit proposal for the agri sector encompassing a range of credit products for specific business purposes.
- > BZ WBK Leasing is a universal lessor which offers the financing of a broad range of fixed assets to customers from the SME sector, large companies and corporate customers. The company specialises in financing various fixed assets, such as machinery and equipment, properties and vehicles. Attractive insurance packages and fuel cards complement the proposal.



New developments in online, mobile and telephone banking

- We have launched the iBiznes24 mobile application which can be used to transfer money to the Social Security Fund (ZUS) and the Tax Office.
- We started offering a wider range of telephone services to our SME customers through the Multichannel Communication Centre (applying for a loan) and Business Customers Service Centre (opening and closing negotiated

term deposits, payment cards for SMEs with a higher turnover).

- All customers who use the BZWBK24 Mini Firma platform have received access to the e-FX currency exchange service without a need to file any additional applications.
- New home pages were designed for BZWBK24 Mini Firma and BZWBK24 Moja Firma plus. Customers can now manage all important options and functionalities on one screen (e.g. including a graph showing the balance of the funds held and a simplified account history).
- In 2017 we launched eBOK24 - a website dedicated to leasing customers.

Entrepreneur friendly bank

Bank Zachodni WBK has won the statuette and the title of the Banking Quality Leader 2016 in the 17th "Entrepreneur Friendly Bank" competition. The judging panel awarded our bank for the outstanding activity in the segment of small and medium-sized enterprises, a comprehensive proposal and high quality of services provided to SMEs.

The "Entrepreneur Friendly Bank" title is a confirmation of the appropriateness of the strategy adopted by Bank Zachodni WBK in respect of SMEs. In all our activity areas, we are trying to be more than a mere business partner for our customers. This approach stems from our "Simple, Personal, Fair" philosophy which underlies all our activities and which served as the foundation for the new SME strategy launched by the bank in the spring.

BZ WBK Leasing was the only leasing company recognised by the Banking Forum 2016 for setting the highest market standards in financing investments. The company was praised specifically for "implementing new investment financing standards, being fully transparent to customers and outperforming the market growth for four straight years".

We support the entrepreneurship of women



BZ WBK Leasing has prepared a special offer called **"Successful Businesswomen"** dedicated to **female sole traders** who want to finance investments in their existing or new businesses.

The examples of investments which can be financed under the "Successful Businesswomen" scheme include:

- purchase of fixed assets required to carry out business activities, including vehicles, such as passenger cars, vans (up to 3.5 tonnes), trucks and other,
- purchase of the necessary equipment e.g. dentist office equipment or land surveying instruments and tools.

A complementary product offered together with the financing is the Office Assistance insurance for one zloty, which includes a whole range of technical and service assistance and professional legal aid services in the case of such unforeseen events as a fire, flooding, broken window, theft with burglary or failure of the office or IT equipment.

BZ WBK Leasing has launched a special offer for women who are sole traders and who want to finance their investments in the existing and new business called "Successful women in business".

The employees of BZ WBK Leasing take part in business meetings for female entrepreneurs and present their proposals. The meetings are organised within the framework of **Networking Events held in 10 cities of Poland**, including Poznań, Warsaw, Cracow and Bydgoszcz. Each meeting is attended by 100 to 150 participants (mainly women). The effectiveness of the networking events held during the meetings is ensured by a specially hired professional networking company.

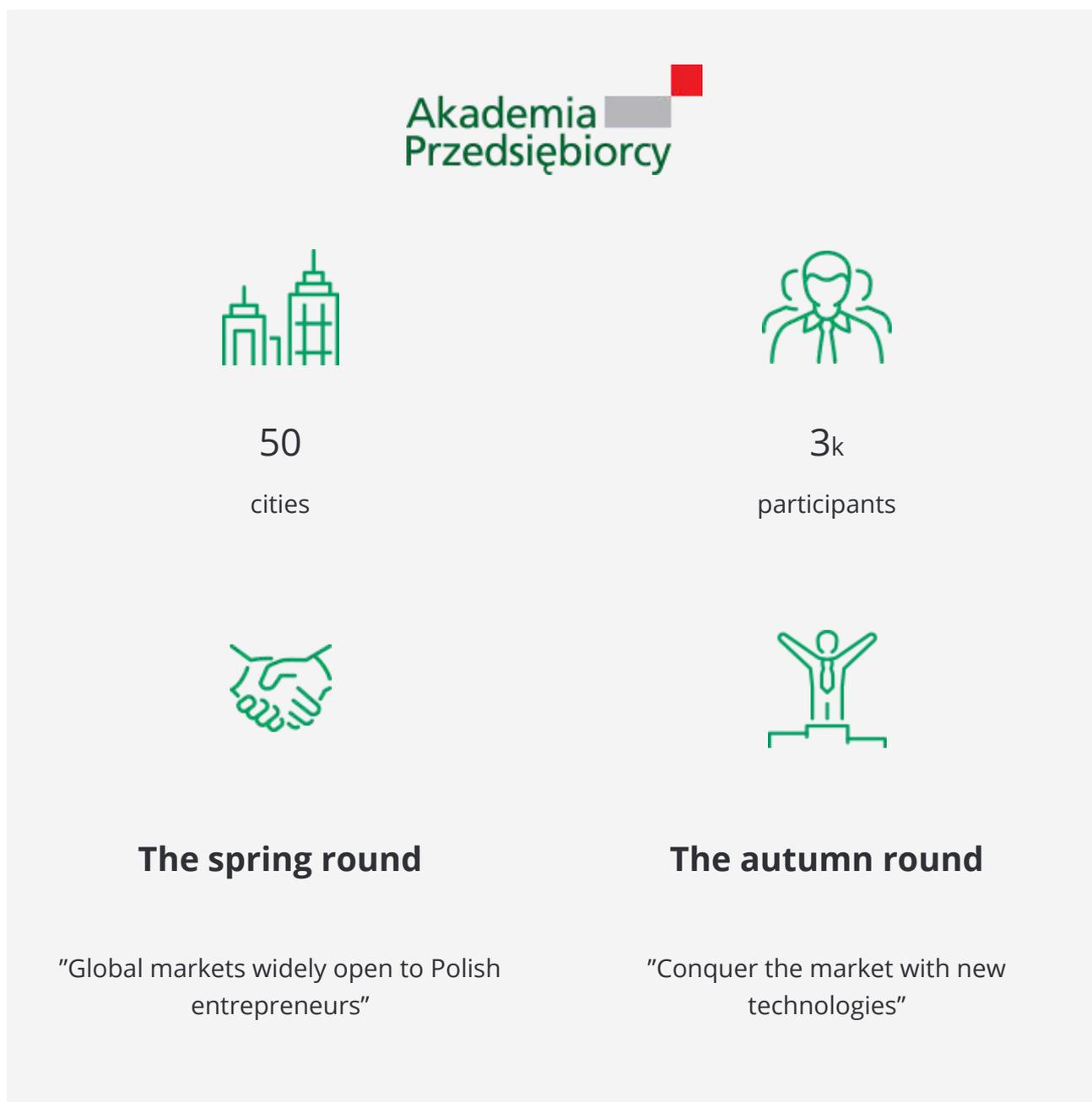


Knowledge sharing

Entrepreneur's Academy

As part of the long-term project of Bank Zachodni WBK called the "Entrepreneur's Academy", we carried out last year another cycle of countrywide conferences for small and medium-

sized enterprises devoted to such subjects as the foreign trade, doing business on international markets and using new technologies and the Internet in business operations.

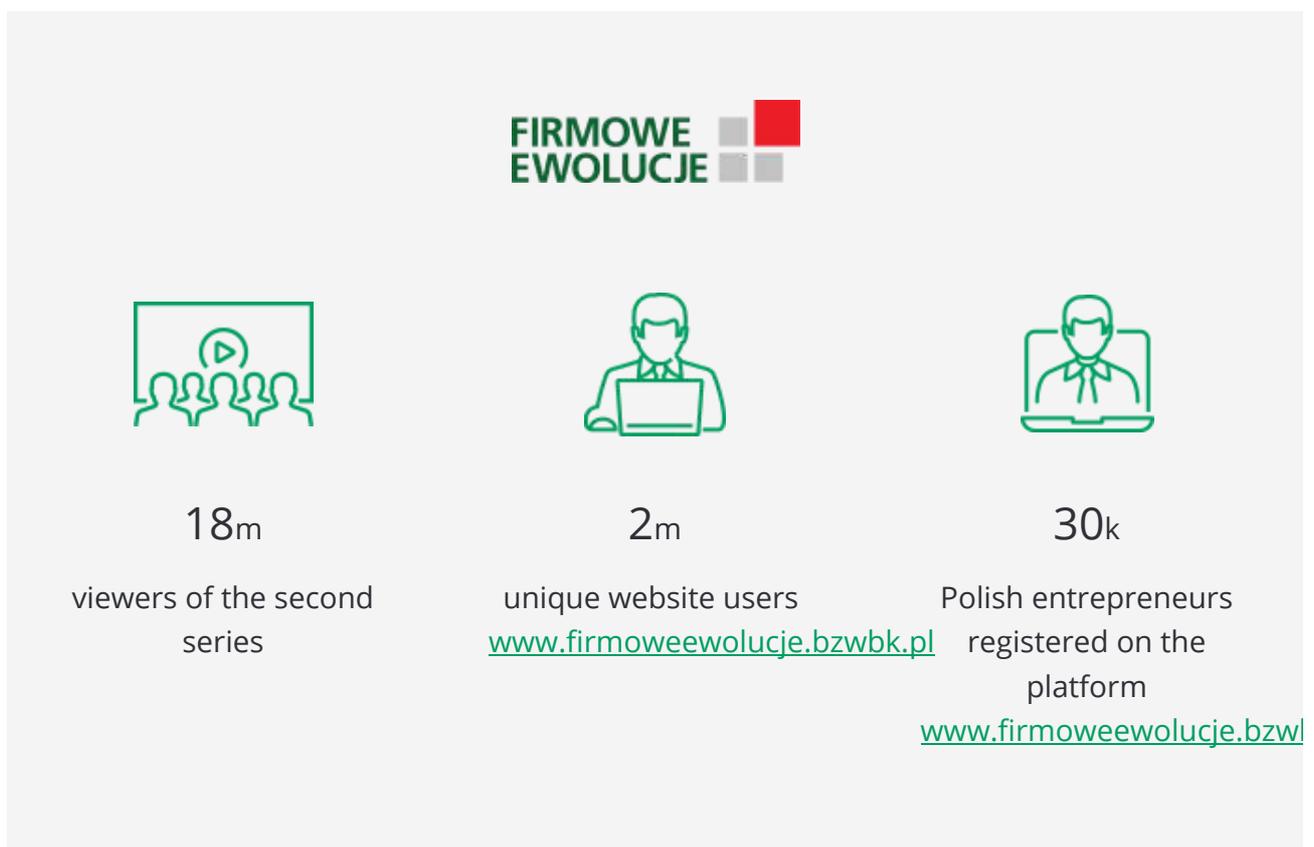


Additionally, we organised a few hundred local workshops and training events (for 5,000 companies in total) adapting the subjects and scope of knowledge to the needs reported by entrepreneurs in the region. The topics tackled during the sessions included the EU funds, export and import regulations, digitalisation and agribusiness.

Business evolutions

The "Business Evolutions" project is an integral part of the business development strategy in the SME sector.

In September 2016, TVP 1 channel started broadcasting the second series of a TV programme addressed to SMEs called the "Business Evolutions" produced under the patronage of Bank Zachodni WBK. The purpose of the programme is to diagnose the current situation of companies, provide them with valuable advice concerning the management of their business and encourage them to pursue the most promising development directions.



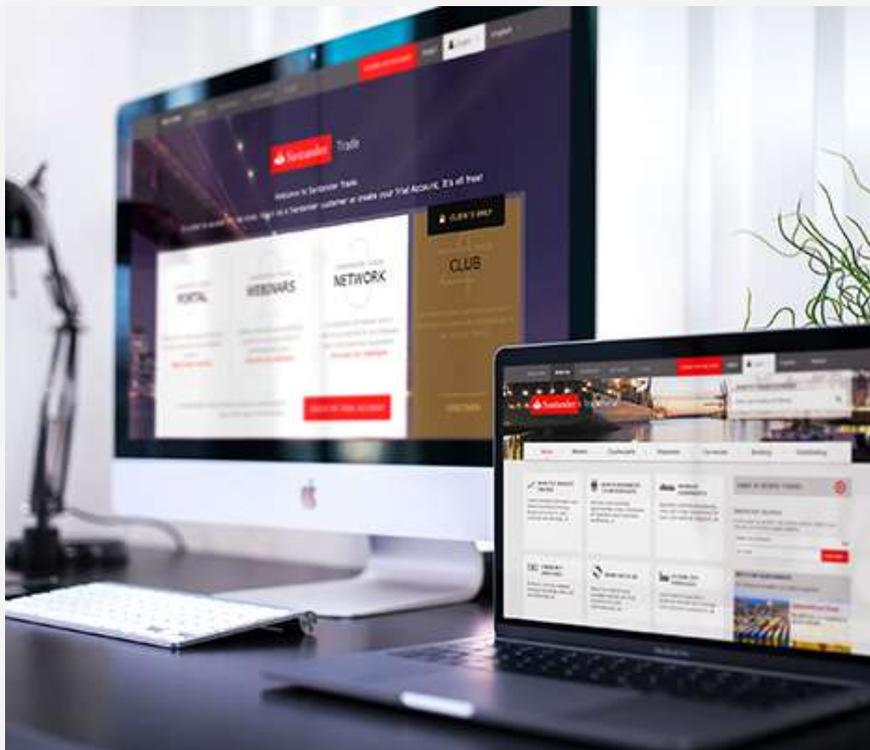
Under the "Business Evolutions" project we also organise educational meetings for local entrepreneurs – customers of Bank Zachodni WBK. Thanks to the interactive workshop formula, the entrepreneurs are actively engaged in discussions and experience sharing. They also take the opportunity to make new business contacts, exchange good practices, learn how others do it and implement the best solutions in their businesses.

In 2016, we launched the www.firmoweewolucje.bzwbk.pl website which gathers all our initiatives and activities related to the support offered to SME customers and information

about the relevant products and services proposal.

Access to global knowledge

As a member of the Santander Group we can offer our customers access to vast knowledge about global markets and help them in international expansion. SantanderTrade.com is a platform which contains comprehensive and up-to-date information about trade exchange with 185 countries – the main export and import directions worldwide.



SantanderTrade.com

- More than 25,000 reports describing different industries from the point of view of international trade exchange
- Importer and exporter databases for selected branches of the economy
- More than a million bids and tenders from all over the world

- > Up to date information about more than 40,000 trade fairs and exhibitions in various countries of the world
- > Information about foreign trade regulations and rules in various countries, including specific terms and restrictions in force on certain markets or in certain industries which should be taken into account when entering into foreign trade relationships.

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Bank Zachodni WBK

 Grupa Santander

2016

Corporate Social Responsibility Report



Corporate banking

The Business and Corporate Banking Division is in charge of businesses with an annual turnover above PLN 40 million and credit exposures in excess of PLN 5 million.

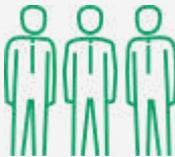
Services dedicated to corporate customers

Corporate banking



8,900

customers



3

basic segments:
corporate customers,
large corporations
and property finance



12

Corporate Banking
Centres



The offer addressed to corporate customers includes:

- > Financing – working capital loans, investment loans, technology loans, guarantees, multi-currency facilities, FX risk and interest rate risk hedging limits, financing of acquisitions.
- > Transactional banking, settlement and treasury services.
- > Trade finance with a dedicated supported of experts from the Customer Communication Centre.
- > Leasing.
- > Factoring.
- > iBiznes24 electronic banking platforms designed specifically for large enterprises and corporations.
- > Corporate Customer Business Service Centre (comprehensive services for customers of the Business and Corporate Banking Division).
- > Safe and instant customer service by telephone using the voice biometrics and chats with iBiznes24 advisors.
- > A dedicated advisor in the Business Service Centre for each customer. BZ WBK Leasing customers are offered unique products and personalised approach to customers. The terms of agreements are individually negotiated.

Multi-channel approach of the Business Service Centre

Professional advisory service

and support of non-credit products

Cooperation with 9k CORPO customers and 420 GCB groups

and 420 GCB groups

Comprehensive support of electronic banking services

of electronic banking services



In 2016, we focused on:

- > Foreign trade development programme
- > Proposal for the agribusiness
- > Electronic banking
- > Service quality, staff competence, operational effectiveness

International contacts and contracts



Export Development Programme

The Export Development Programme (EDP) is a project addressed to companies which want to expand their operations beyond Poland or grow their business on foreign markets. The founder of the EDP is Bank Zachodni WBK and the programme partners include Bisnode, Google, KPMG and Korporacja Ubezpieczeń Kredytów Eksportowych SA.

The project encompasses conferences, seminars, business breakfasts and virtual and real trade missions. During the events, the programme partners share their knowledge and experience with the entrepreneurs, by presenting selected, practical tools and solutions in such areas as foreign trade finance, insurance, analysis of the potential expansion markets, verification of business partners or grant opportunities. The subjects covered are consulted with the entrepreneurs on an ongoing basis to make sure they ideally match the needs and expectations of the programme participants.

In 2016, the Export Development Programme received the LUMINATUS award from Bloomberg Businessweek Poland for the most innovative project implemented on the market.



- > More than 2,670 corporations participated in the four EDP editions held to date.
- > 170 companies initiated direct business contacts with foreign partners during organised trade missions.
- > A network of the EDP ambassadors was set up composed of entrepreneurs who encourage companies from their region to go for international expansion, by presenting their own experience at workshops and business breakfasts.

In 2016, we continued the programme in a revamped formula, offering our customers access to new business partners on many markets where the Santander Group has a very strong foothold.

- > 12 meetings in 12 cities of Poland
- > More than 800 companies and 1,500 participants of the EDP events
- > The first trade mission of food sector companies to Spain

First trade mission trip to Spain with Polish entrepreneurs

In November 2016, representatives of more than 20 food industry companies – producers of dairy, meat, fish and confectionery products – looking for opportunities to expand their business operations into the Iberian Peninsula – were invited to Madrid for a meeting with retailers from Spain. The mission was co-organised by the Department of Trade and Investment Promotion of the Polish Embassy in Spain.

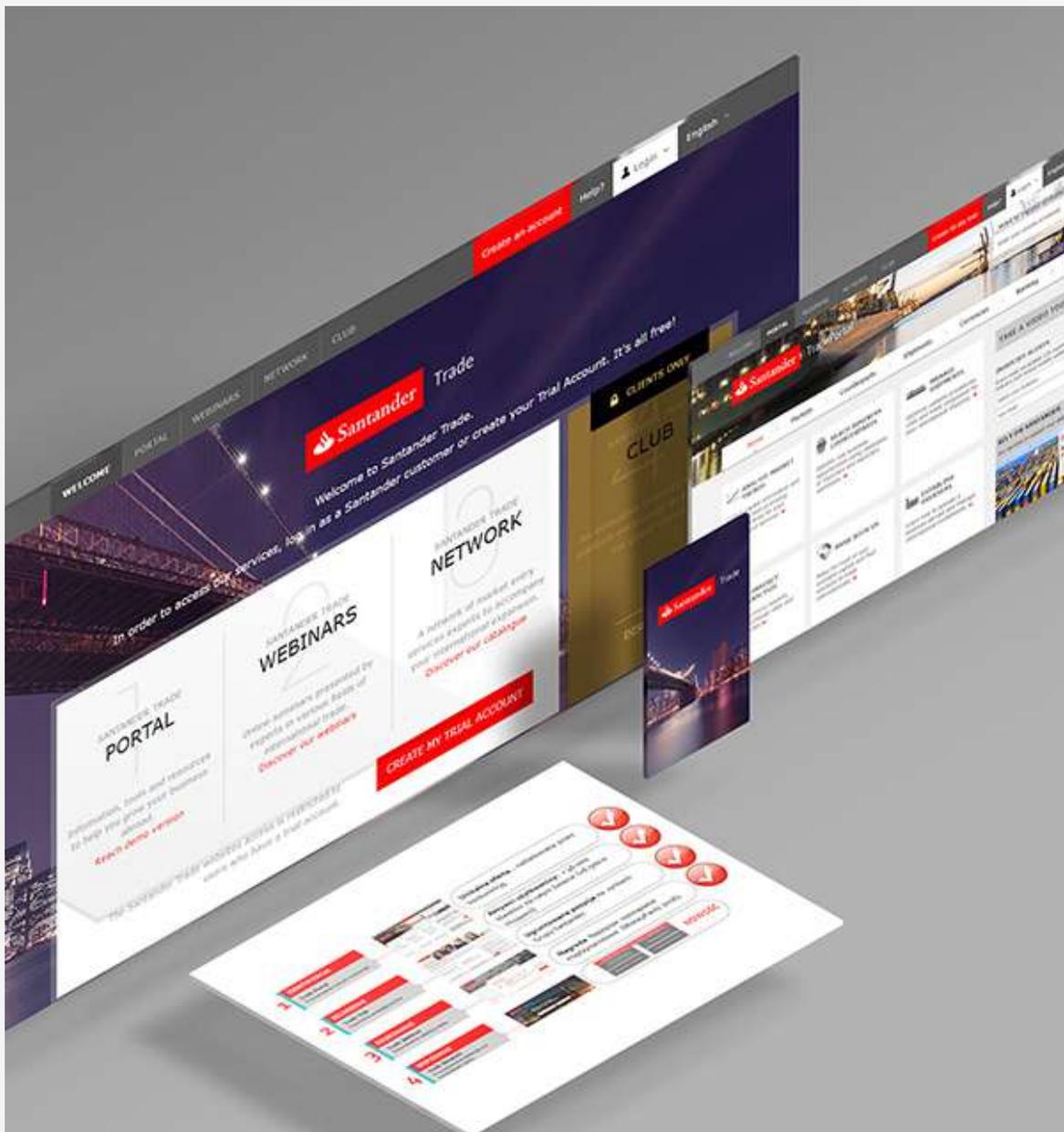
During the three-day visit filled with presentations and food tasting sessions, the Polish group participants met individually with their Spanish peers from the food industry, including the representatives of the leading retail chains in Spain. The trade mission participants also went on a study tour to Mercamadrid, the biggest commodity exchange in Europe and second largest agricultural and food products exchange in the world.





The Art of Networking

In order to enhance our non-financial proposal for corporate customers, in June 2016, acting jointly with four other Santander Group banks (from Spain, United Kingdom, Chile and Mexico), we launched the Santander Trade Network service, the purpose of which is to support exporters and importers in the international expansion into the markets where the Santander Group is present.



The Santander Trade Network consists of [four groups of services](#) which the bank can provide to its customers via the extensive network of experts operating locally on the Group's active markets:

1. Marketing and communication – market research, communication strategy, marketing action plan, search engine optimisation (SEO)

2. Networking – organisation of business meetings, presentation of products and services, participation in international trade fairs
3. Business centres – virtual offices, rental of office space
4. Other services – tax and legal support, recruitment services

How does it work?

1. The customer chooses a country and a service he/she is interested in and completes a short questionnaire which will be used by the supplier in the target country to prepare an offer.
2. The customer receives an initial offer from 3 to 4 suppliers. Earlier, the companies undergo a thorough check, including evidenced experience in the delivery of goods/ services in question and a stable financial situation.
3. The customer chooses the best offer in terms of expectations and the budget.
4. Subsequently, the customer may enter into a bilateral agreement and start working with the selected expert. The fee for the service is paid directly to the service provider.

The bank does not charge any fee for the intermediation in the process.



Support to farmers and agribusiness

Having recognised the significance and the growth potential of the agri and food industry, we assigned a priority status to it already in 2014. We want to be the best partner to all participants of this market, including the suppliers of production supplies, manufacturers and processors.

Thanks to the changes implemented in 2016, the bank has a comprehensive proposal for the agri sector combining short-term and long-term financing with flexible, tailor-made solutions.

How do we build our expertise?

- In 2016, we took part in more than 50 meetings with farmers during which we recognised their needs and exchanged opinions about the current situation and developments in the industry.
- We developed partnership cooperation with agricultural advisory centres, public administration institutions and industry association in order to take an active part in the community of agricultural producers.
- Last year, our experts spoke more than 100 times to the national and industry media, commenting on the current and forecasted situation on agricultural markets. The opinions were cited many times in other periodicals.
- As of 2015, we have been preparing analytical materials for the bank's employees, providing information about agriculture and helping to understand the specificity of the agricultural sector.

EU funding for innovation

We want to support Polish entrepreneurs in taking advantage of the available EU funding to finance innovation.

- We help them benefit from the available EU funding schemes, during the previous and current financing perspective (2014-2020).
- As a financial institution, we also provide the banking infrastructure for the implementation of the investment and the financing tools (EU loans, stand-by arrangements, technology loans, letters of credits, auxiliary accounts, etc.).
- In addition to the complete range of financial services, we disseminate information on the EU funding to companies. The project includes a cycle of meetings about the most important EU programmes addressed to entrepreneurs. We organise training events and conferences and offers the support of our advisors.
- In order to make the financial offer more attractive, we have signed agreements with the European Bank of the Council of Europe and the European Investment Bank to secure less expensive financing than the standard offer (in the form of both investment and working capital loans).



Three bankers from the Business and Corporate Banking Division of BZ WBK were awarded with the titles of **Leaders of the Sale of Guarantees from the Guarantee Fund of the Innovative Economy Operational Programme.**

In the interbank competition organised by Bank Gospodarstwa Krajowego and the Polish Bank Association, BZ WBK employees occupied all three places on the podium in the category of individual advisors. Additionally, Bank Zachodni WBK received the **title of the "Bank of Leaders"** in recognition of the highest value individual guarantees issued.

Grants for your company

On April 4, 2017 Bank Zachodni WBK launched a functionality which helps managers employed by corporations to find the best grant programmes for their companies in the financing perspective 2014-2020. The 'Grants for your company' website can be accessed from iBiznes24 electronic banking platform and was founded by the bank in partnership with Crido Taxand, a company specialising in the acquisition of European Funding for companies.



One of the tools available on the website is the **Grantmeter**, a questionnaire with questions concerning the company's operations and the planned project. A company which answers the questions will receive information about the EU grant programmes best matching its needs and about the deadlines for filing applications for the grants under the selected programmes. Additionally, the customers will receive summary information about the basic parameters of the programme and about the institution in charge of accepting the applications.

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Bank Zachodni WBK

Grupa Santander

2016

Corporate Social Responsibility Report



Global Corporate Banking

The Global Corporate Banking Division provides complex financial services to the largest business customers, including the corporations which are supported by the international structures of the Santander Group. The employees of the Global Corporate Banking division help customers choose the best credit and deposit products and financial instruments and offer current transactional services.

Solutions for our customers

Global Corporate Banking



190 customers

the largest corporations and capital groups



Sectors

fuel and energy, mining, media and telecommunications, financial services, FMCG, pharmaceutical industry, retail trade, home appliances, chemical industry and other



Services

investments, corporate and transactional banking (including current, medium-term and long-term financing, guarantees, acquisitions and mergers, liquidity management, custodian services), as well as treasury services offered to retail, business and corporate customers. Brokerage services offered by Dom Maklerski BZ WBK.

The employees of the Global Corporate Banking division help customers choose the best credit and deposit products and financial instruments and offer current transactional services.

Santander Global Platform (SGP)

SGP is a global platform which can be used by corporate customers who hold accounts in many countries to access them from a single system. All main markets of the Santander Group are connected to the platform, with the exception of Puerto Rico and the United States. For international clients, this means no need to use a different local electronic banking system in each of the countries. SGP also allows for the downloading and reviewing bank statements from accounts maintained by third-party banks. The only requirement is that the bank must be connected to the SWIFT network.

More than a standard

Global Transactional Banking has offered to its customers a new communication channel called BZ WBK Connect. It is a kind of direct connection between the server supporting the customer's financial and accounting system and the bank's server. The platform allows for executing domestic and foreign payments, generating daily account statements and checking the balance of funds deposited on the customer's accounts. The functional and flexible solution is a response to the expectations of corporate customers who more and more often look for support going beyond the scope of the traditional banking services.



The solution has been implemented in 14 large corporate groups which encompass nearly 100 companies in total.

For non-residents

Since March 2016, retail customers who are not Polish residents can exchange currencies via the e-FX platform accessible from the electronic and mobile banking systems (BZWBK24 and BZWBK24 Mini Firma), without a need to make additional statements of will. In the past, such a solution was not possible due to regulatory reasons.



Who will find e-FX useful

The service might be of interest to foreigners studying at Polish universities which participate in the Santander Univerisdades programme and for a large community of non-residents working in Poland who are, or will be in the future, holders of accounts maintained by Bank Zachodni WBK.

Knowledge sharing

Our experts from the Global Corporate Banking Division share their knowledge and experience while working closely with Polish universities.

Example:

The valuation of interest rate derivatives was the subject of a lecture delivered by our expert from the Treasury Services Department to the students of the University of Economics in Cracow. Thanks to the interactive formula of the lecture, a group of ten most active participants was identified and awarded with participation in a one-day securities valuation workshop organised by Thomson Reuters in Warsaw.

We are educating bankers of the future!

The "Banker of the Future" is a unique project prepared by the Financial Markets Area of the Global Corporate Banking Division, in partnership with the Warsaw School of Economics. As part of the project, a post-graduate course in "Comprehensive Corporate Finance Management" was launched. The students will receive access to a broad range of expert knowledge, set in the context of the current local and international market reality. The project makes use of the profound knowledge of the experts, from the selling skills needed to sell many financial products, through business financing and risk hedging, to capital investments. All the subjects are driven by the actual needs of the programme participants.

Awards and recognitions



BZ WBK climbs up in the ranking of Treasury Securities Dealers

In the Treasury Securities Dealer 2017 competition which ended in September 2016, Bank Zachodni moved up in the ranking from number

seven to number five! Treasury Securities Dealers are intended to facilitate secure financing of the country's credit needs and to improve the liquidity, transparency and effectiveness of operations on the market of Treasury Securities. Banks with the Treasury Securities Dealer status are the only ones which can buy treasury securities at the auctions organised by the Ministry of Finance.



Award-winning brokers

In 2016, the brokerage account of Bank Zachodni WBK's Brokerage Office came third in the ranking published by "Gazeta Finansowa". One of the brokers employed in the Brokerage Office was also awarded with the title of the Young Star of the Financial Market in a competition organised jointly by "Parkiet" and the Association of Brokers and Dealers.

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2016

Corporate Social Responsibility Report



Responsible selling

Misselling is irresponsible and unethical selling of financial (investment and insurance) products. In Bank Zachodni WBK, we have implemented a rigorously obeyed practice of zero tolerance for misselling which encompasses a set of regulations, a control system and an appropriate incentive policy which prevents unethical sales from having impact on the employee's compensation.

Zero tolerance for misselling

The culture of responsibility

All employees of the bank are obliged to know and obey the ethical standards laid down in the General Code of Conduct and the Anti-Corruption Programme. The Code is also binding on the bank's staff members who are not employed directly by the bank (employees of partner outlets). The culture is supported by an extensive programme of e-learning, courses which explain the most important concepts related to the business ethics, compliance, transparency, anti-corruption and identification of conflicts of interest.

Internal regulations

The following documents regulating the subject of responsible selling have been drafted and implemented in the bank:

- > Regulation of the Chairman of the Deposit Working Group regarding quality control of the process of selling investment products which defines the practice of misselling and the Regulation of the Management Board Member regarding the quality control of the sale of insurance products.
- > Implementing regulation to the Bonus Rules – the terms of awarding bonus to employees of the bank's branch network which defines the possibilities and the terms of depriving employees of the bonus for instances of misselling.



The bank oversees compliance with the abovementioned regulations on an ongoing basis through:

- > Three levels of investment products control:
 - Mystery shopping.
 - After-sales checks in the form of telephone calls initiated by the bank
 - Monitoring deviations from the standards and trends.

- > Seven levels of insurance products control, including:
 - Mystery shopping.
 - Review of the sales staff authorisation profiles
 - After-sales checks in the form of telephone calls to customers.
 - Monitoring deviations from the standards and trends.

Moreover, our customers can file complaints regarding misselling via all available contact

channels: in branches, on the mobile banking platform, on the bank's website any by telephone (e.g. during telephone checks initiated by the bank).

Good practices followed by Bank Zachodni WBK



At each stage of the offer presentation, we make sure it is clear and accurate.

Each of our customers will always receive transparent, comprehensive and specific knowledge about the banks services.



We have simplified the language of our communication – we always inform the customers clearly about the terms of the offer, the fees, commissions, interest rates and the benefits related to the products.



We pay special attention to making people aware of the risk associated with financial products, particularly with investment products and long-term loans.



We do not sell insurance linked



Template agreements we sign

investment products to senior customers.

with our customers are subject to reviews by external institutions and the results of such reviews are taken into consideration by the bank.



Our values in practice

We treat our corporate values epitomised in the words Simple, Personal, Fair as a commitment in our daily work. We take many actions aimed at promoting appropriate attitudes and behaviours characterised by willingness to cooperate, empathy, commitment, responsibility, respect and honesty. The originators and active participants of such actions are employees of

departments and units responsible for the standards of our customer service, including direct contacts with customers.

The Golden Idea

The Golden Idea is a competition the purpose of which is to implement solutions to improve the efficiency of the bank's processes, to eliminate errors and to simplify procedures. The ideas are proposed by the bank employees, in particular by the frontline staff who have direct contact with customers. In 2016, numerous changes were implemented in customer service processes, including the standards of telephone services, circulation of documents and automation and digitisation of selected tools.





Knowledge sharing

As part of the internal training system, the departments responsible for selling retail products organise training programmes for employees of other units of the bank, including the branches. Their goal is to facilitate the sharing of knowledge and better understanding of the processes and develop the terms of cooperation in order to upgrade our customer service standards.

In 2016, no fines were imposed on Bank Zachodni WBK for non-compliance with laws and regulations concerning the provision of banking services.

Ethical marketing

Advertising messages are an important and effective channel of communication with our existing and prospective customers. They should build a positive image of the bank in the eyes of customers and, most importantly, provide complete, reliable and accurate information and conform with the law and ethical standards.

The following external documents regulate the bank's advertising and communication activities:

- Rules of advertising banking services (appended to KNF resolution of August 2, 2008)
- Good practices concerning the advertising of consumer loans (adopted by the Polish Bank Association on December 22, 2015).

Our marketing activities are also consistent with the provisions of the Manual of Compliance in Advertising and Marketing Communication Activities of Bank Zachodni WBK which is a collection of guidelines pertaining to all types of advertisements, including the increasingly popular advertisements in electronic media.

Good practices of Bank Zachodni WBK



Review of all marketing messages published by the bank

All marketing materials require a prior approval of the Compliance Area and the Legal Area. The Compliance Area already at the stage of new product commercialisation checks whether the product is consistent with the Simple, Personal, Fair philosophy.



Employee education

The persons responsible for broadly understood marketing activities are involved in projects aimed at simplifying the regulations for customers, including workshops with language experts.

In 2016, no instances of non-compliance were identified in respect of marketing communication addressed to customers and product related information (no proceedings were instituted by the Competition and Consumer Protection Office against the bank).

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Bank Zachodni WBK

 Grupa Santander

2016

Corporate Social Responsibility Report



Customer satisfaction

The satisfaction of our customers and the high customer service standards are a priority to us.

Service quality



The key elements of our quality management system include:

- Continuous measurement of our customers' expectations and opinions
- Monitoring of the customer service quality and introducing improvements
- Complaint management
- Customer experience management
- Barrier-free Service programme which ensures, convenient, quality service to customers with all kinds of special needs

Our key objectives in the customer service area include:

- Continuous development of the knowledge and skills of the bank's frontline staff responsible for customer service
- Improvement of the quality of services provided in remote channels

The responsibility for the development of employee competences rests with the group of Customer Relationship Managers who provide support to the network of branches in this regard. Our efforts aimed at improvement of remote channel services are coordinated by managers and experts responsible for the quality of service in the respective units.

The bank manages the customer experience at all stages of the relationship, from the first contact, through the choice and purchase of products and transactional services (at the branch and via self-service solutions), up to and including the complaint management process. In 2016, we carried out a number of initiatives in response to the identified needs of our customers:

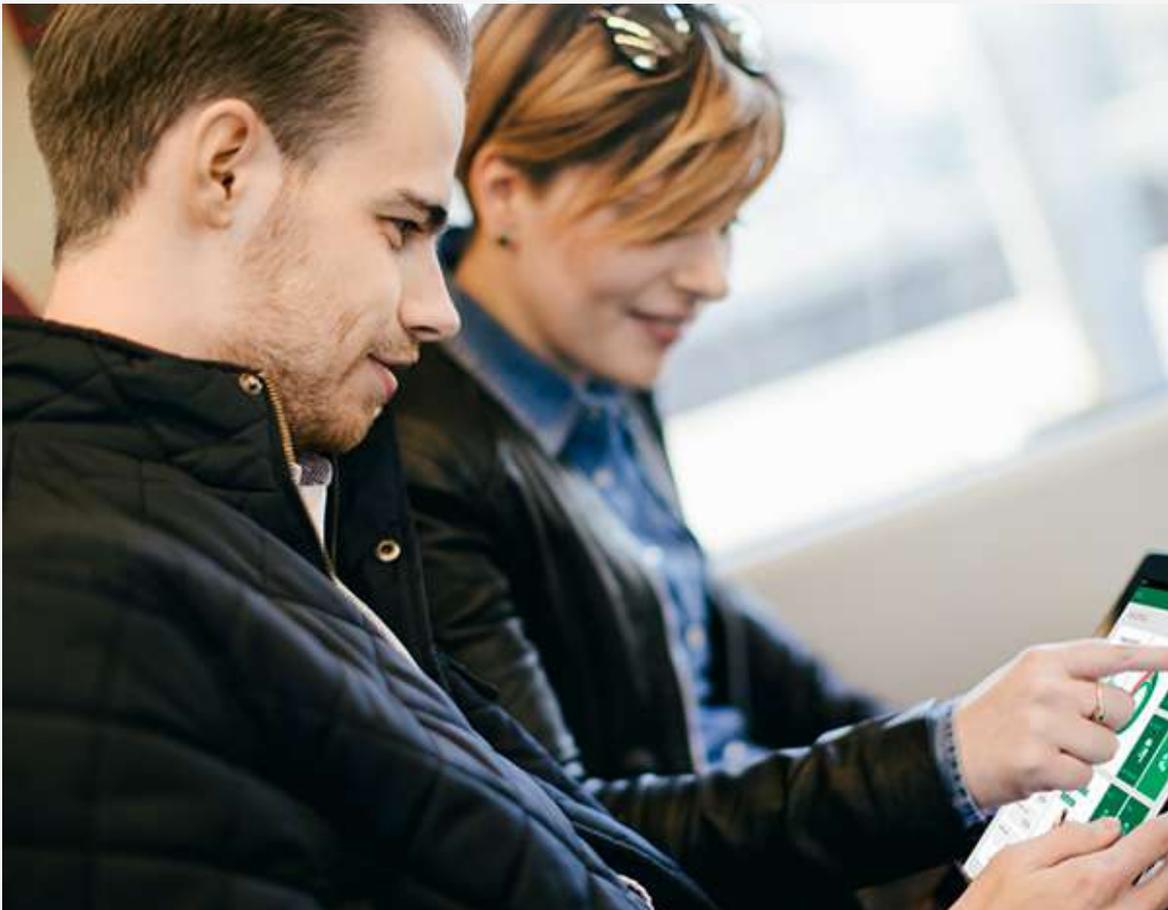
- Modernisation and development of the bank's network of ATMs and CDMs.
- Development of self-service zones.
- Increase in the number of certified barrier-free branches.
- Extending the range of contactless payments with a mobile phone to include a virtual credit card.
- Logging on to the mobile banking system based on the user's fingerprint (Touch ID).
- Extending the Online Advisor's functionality to include a remote credit process handled during a single contact with the customer.
- Implementation of convenient Tele-Click sales processes in the Contact Center under which the customer can sign off

product agreements remotely via BZWBK24 internet, without a need to visit the branch.

- > Implementation of the Central Account Information management process and improvements in the debt collection and inheritance procedures.
- > Centralised complaint management process.

Centralised services launched in 2016:

- Central Account Information – access to information about the accounts of dead customers or unclaimed accounts of individual customers
- Debt collection attachments – sending text messages to customers with information about the receipt of an attachment order and freezing one or more accounts
- Cancelled documents – forwarding data to the Cancelled Documents system (the security and timeliness of the process has been confirmed in the Report of the Banking Law and Information Centre).





Practice Makes Perfect

In 2016, an educational programme called 'Practice Makes Perfect' for the employees of the branch network was launched. Its purpose is to improve the advisors' skills in handling sales conversations and to enhance the competitions of the managerial staff in the area of quality management and providing constructive feedback. The PMP programme and training courses teaching how to simplify the language in communication with customers have also been rolled out to the Contact Center.

We excel our retail customer services processes

Goals in 2016



- > Implementation of account maintenance support processes offered by telephone
- > Shortening the time of waiting for a connection with the advisor
- > Execution of after-sales instructions within the agreed timeframes
- > Personalised approach to customers: instant execution of instructions at the customer's special request

What has been achieved?



- > Quick response to customers' needs
- > Higher satisfaction with services provided over the telephone
- > 100% increase in the number of after-sales instructions versus 2015
- > Comprehensive telephone support to all account management processes
- > Execution time consistent with the information provided to customers

- Contacting customers by phone to inform them about the bank's actions and decisions
- Comprehensive support to after-sales instructions placed in branches
- Personalised approach – instructions executed within a timeframe agreed with the customer
- Information about the current status of after-sales orders provided to branch staff (return email)

Complaints in many ways

The complaint management process in place in the bank meets all regulatory requirements and is constantly improved to make it more effective and more aligned with customer expectations. Customers can file complaints through many channels:

- Personally, at the bank's branches
- By mail
- By telephone
- Remotely, via the online banking system or using a complaint form on the bank's website.

The customer chooses the channel through which the answer will be provided (a letter, text message or the online banking system). The language of the answer must be simple and easy to understand. More than 50% of complaints are evaluated within 3 business days, which greatly improves the customer satisfaction ratios.



What did we change in 2016?

- > We significantly reduced the time of the complaint management process
- > We adopted the principle of using simple and easy to understand language
- > We started sending small gadgets to customers whom we owe an apology

More effective cooperation with network brokers

In 2016, we exceeded by far the threshold of 1 billion positive mortgage loan decisions issued in the mortgage brokerage channel. In order to enhance the customer service standards and streamline the processes, we offered an online solution (interactive form) and observed the following advantages:

- > Reduction of the waiting time for the credit decision from 8 to 2 days
- > Departure from the paper-based process and acceptance of scanned documents
- > More effective sales processes and cooperation with network brokers

In 2017 we are planning to launch a platform for network brokers through which the brokers will be able to receive a preliminary mortgage sanction decision online. The implementation of the project will help us align the process to the requirements of the new mortgage law which is about to be passed and will significantly improve our competitive position due to a quick and transparent process.

Popular self-service

In 2016, we continued to develop our self-service channels, in accordance with the identified customer preferences. Our activities included further development of the bank's network of ATMs and CDMs through upgrading the functionalities of the existing machines or installing new dual-function machines. We also made available to customers the first cash recyclers, machines with a closed cash handling system which dispense the money earlier deposited by other customers.



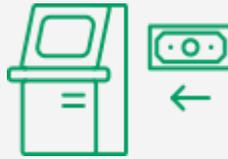
Nearly **70% of customers** choose cash deposit machines instead of traditional cash desks at bank branches. In March 2017, the value of cash deposits hit the record-high level of **PLN 1 billion**.

Self-service network in 2016



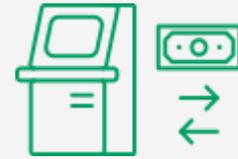
nearly 1,750

ATMs



703

CDMs



684

dual function
machines (including
572 ATM/CDMs and
112 cash recyclers)



140

machines with
contactless readers



259

new CDMs installed,
including 112 cash
recyclers

Certified telephone service centre

Bank Zachodni WBK, as the first financial institution in Poland, received a prestigious certificate of conformance with the EN 15838 standard setting the requirements for telephone service centres, covering:

- selling and managing banking products via telephone and internet in relationships with personal customers
- providing support to internal customers over the telephone
- monitoring overdue payments via the telephone.

The European norm EN 15838 is a quality standard initiated by the European Commission in response to complaints of customers dissatisfied with the services provided by call centres, due to unclear messages, long waiting time to get through to a consultant, receiving incorrect information, being referred to other persons many times and being treated in an impolite and unfriendly way. The standard sets forth the requirements concerning the skills and competences of the consultants, basic recruitment principles, the management model and the workplace standards. It also includes a set of mandatory KPIs measuring the efficiency of the consultants and processes and the quality of the contacts and infrastructure.

Listening to the voice of the customer

Opinions of our customers are an invaluable source of ideas for improvements and new solutions to us. One of the ways in which we learn about our customers' opinions has been the customer satisfaction survey conducted regularly since 2014.

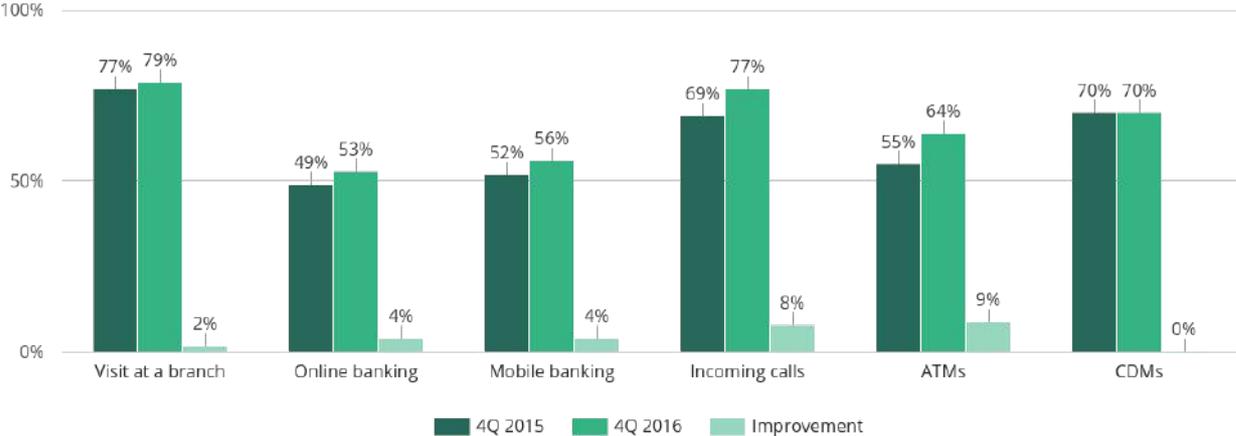


As part of the customer satisfaction survey, we have interviewed a quarter of million customers to date.

The adopted customer satisfaction measurement methodology is consistent with the practice applied across the Santander Group, so that we can compare the results between countries and share proven solutions.

- > In 2016, we carried out more than 70,000 interviews with the bank's customers within the framework of 22 research modules.
- > We use different methods of collecting customer opinions – in addition to telephone and online interviews, in 2016 we started using text messages as the new survey format and 1,800 customers shared their opinions with us in that way.
- > We keep monitoring the level of our customers' satisfaction and the purpose of the actions taken by the bank is to improve it continuously.

The percentage share of "entirely satisfied customers"



	Visit at a branch	Online banking	Mobile banking	Incoming calls	ATMs	CDMs
4Q 2015	77%	49%	52%	69%	55%	70%
4Q 2016	79%	53%	56%	77%	64%	70%
Improvement	2%	4%	4%	8%	9%	none

NPS studies

In 2016, we extended the scope of our customer satisfaction research based on the Net Promoter Score (NPS) methodology which examines the likelihood of the bank's recommendation by its customers. Based on the metric, we want to plan, develop and intensify our activities aimed at increasing the satisfaction of our existing and future customers.

Our focus on customer opinions and needs is also evident in two other projects implemented in the bank: designing the Customer Journey and using the design thinking methodology in the development of new products and services based on the customer's real needs.

Mystery shopping

We regularly monitor the degree of implementation of the customer service quality standards in the daily practices of our branches and partner outlets using the Mystery Shopping method.

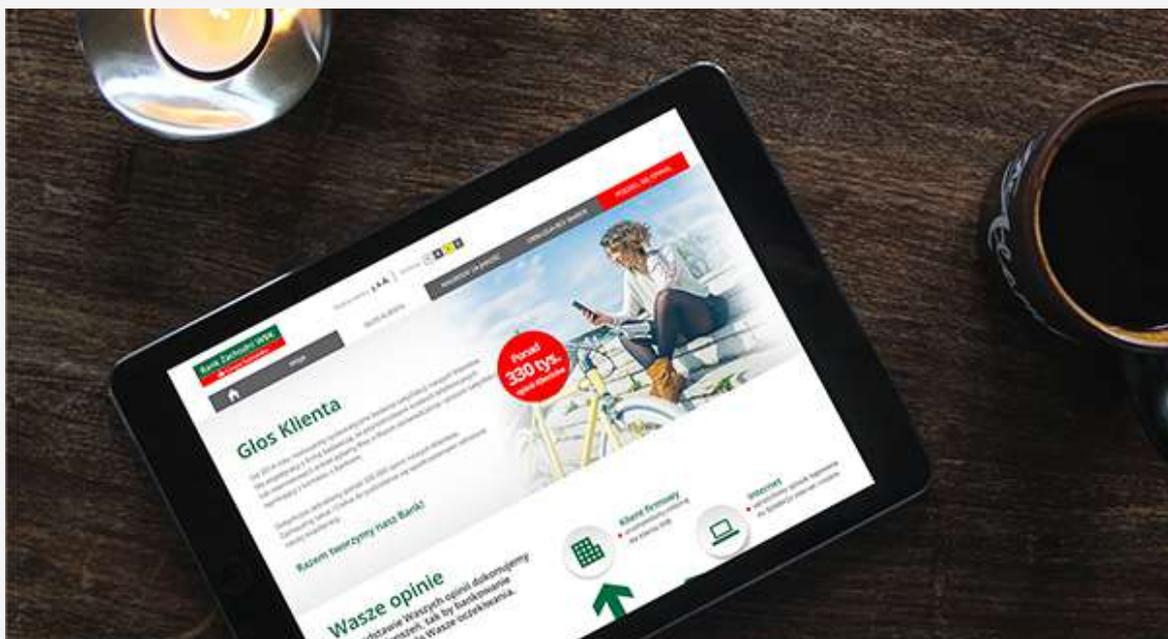
- > Last year, each of our branches was visited by mystery shoppers 20 times on average.
- > Across the entire organisation, we recorded an annual growth in compliance with the customer service standards

by 16 p.p.

- The surveys covered personal accounts, credit cards, cash loans and business accounts.

Survey results

The information about the results of the surveys carried out in the bank is published on the [Customer Satisfaction](#) website. The site was designed in consultation with our customers who made suggestions regarding its architecture and layout.





Selected solutions which best illustrate the idea and the effects of using the information gathered during customer satisfaction surveys are presented in a series of videos entitled "We build our bank together" made available [on the YouTube channel of Bank Zachodni WBK.](#)

As a result of the customer surveys regularly conducted in recent years, we have implemented numerous improvements suggested by the respondents, including:

- A simplified procedure of logging on to BZWBK24 internet and addition of the 'Customer service' tab.
- Increased range of products and services offered in BZWBK24 mobile, including the possibility to check the balance of available funds prior to logging on to the application, ordering and paying for a taxi and money transfers to the Social Security Fund and Tax Office.
- Launching a helpline for customers from the SME sector, simplifying the IVR and reducing the time of waiting for connection with the advisor.
- Launching the 'Online advisor' service for customers with hearing impairment.

Corporate customers' opinions

We survey corporate customers to learn about their opinions in many ways:



A survey carried out by the Business and Corporate Banking Division in partnership with the company called Deep-Insight on a representative sample of corporate customers from all over Poland.

The purpose of the survey is to support the comprehensive approach to the Management of the Customer Relationship Quality (CRQ™). We focus on such aspects as the mutual **trust** in our business relationships, **engagement** in the two-way relations and **customer satisfaction**. We enquire about **business solutions** and the overall **customer experience** in relation with the bank and with regard to the **quality of the provided services**.





A regular, annual survey carried out by GFK Polonia on a group of nearly 500 corporate customers

The study focuses on processes, products and channels of contact with the customers. It has a form of a telephone interview during which we ask questions about the quality of the product offer, relationship with the advisor and the branch, the process of applying for financing and the performance of the iBiznes24 electronic banking platform. The results of the survey help to improve the quality of the provided services and the efficiency of the processes and to fulfil the customers' expectations regarding numerous channels of access to our bank.

The results of the survey are analysed in detail by the management of the Business and Corporate Banking Division, Bankers, Product Managers and the operating teams.

Support to customers in a difficult situation

According to statistics, one in five customers of the bank have problems with timely repayment of their obligations towards the bank at least once. The role of the Difficult Loans Monitoring and Support Office is to monitor overdue payments at an early stage, both in the case of retail customers and SMEs. The Office makes use of

convenient, multi-channel contact methods, including telephone, text messages, and BZWBK24 internet.

Difficult Loans Monitoring and Support Office

- The role of an advisor who helps to analyse and resolve the overdue payment issue
- Telephone monitoring and regular, partner communication with customers
- Agreeing the terms of overdue debt repayment with a view to minimising the risk of default in the future.
- Identification of the customer problems and needs at an early stage of the process to facilitate the choice and implementation of the best solution in a given situation

Conversation standards

We check whether our advisors meet the customer expectations by measuring the quality of their services. One of the tools we use is an automated telephone survey prepared jointly with the Debt Restructuring and Asset Management Area. The survey is carried out directly after the conversation with an advisor. The customers are asked to evaluate the degree of the advisor's friendliness, politeness and engagement on a scale of 1 (least satisfied) to 7 (most satisfied).

During a period of three months, we invited over 12,000 customers to take part in a short survey. The response rate was 30% and the customer satisfaction index SAT-NET reached the level of 77%.

Debt restructuring made easier

In 2016, the SME and Retail Debt Restructuring Department implemented a new solution to support customers in the repayment of overdue debt. An application for the restructuring of debt can now be filed without leaving home. All you need to do is:

- enter the bank's website and find the tab 'Problems with timely loan repayment'
- download the application form
- complete the application and send it by electronic or traditional mail

The electronic application gives the customer an opportunity to get in touch directly with the Restructuring Department which offers expert advice in difficult situations.

Self-management of overdue payments

In the event of a delay in loan repayment, the customer can declare the date on which he/she repays the overdue installment via BZWBK24 internet, instead of waiting for a contact from the bank. Two solutions are offered in general:

- The customer's declaration to repay the overdue amount within 7 days.
- Scheduling a conversation with the bank advisor at a time convenient to the customer to agree the new repayment date.

In the future we are planning to extend the scope of the available services to include interactive communication (text messages and emails) and to launch a platform supporting the management and repayment of overdue debt.

Borrower Support Fund

In 2016, a law was passed on support to borrowers with home loans who due to a difficult financial situation are not able repay their loans regularly. The aid is provided by Bank Gospodarstwa Krajowego through the Borrower Support Fund. Bank Zachodni WBK signed an agreement with BGK and began offering repayable financial aid.

How does it work?



The aid consists in subsidising the monthly repayment of the loan in the maximum amount of PLN 1,500 for a period not longer than 18 months.



The borrower repays the aid after two years of a grace period, over a maximum time of 8 years, in equal, interest-free instalments.

CHF mortgages

Borrowers with mortgage loans denominated in Swiss francs taken out from our bank can benefit from the following solutions:

- > Factoring in the negative LIBOR CHF rate.
- > Applying a reduced CHF FX spread (2%).
- > Free of charge, temporary lowering of the loan repayment instalments, for instance, by offering a grace period in the repayment of the loan principal or extension of the repayment period
- > Conversion of the loan currency into PLN at the customer's request, at the average exchange rate published by the National Bank of Poland without any extra charges.
- > Simplified procedure of selling the mortgaged property and transferring the loan security to the new property

purchased

- > Repayable financial aid available from the Borrower Support Fund (established on February 19, 2016 pursuant to the Act of October 9, 2015 on the support of borrowers with home loans who are in a difficult financial situation).

Service accessibility

One of our key responsibilities is to increase the accessibility of banking services. Accessibility is a broad concept to us. One of its dimensions is to ensure the possibility of direct contact with the bank, not only in large cities. In 2016, 451 outlets of our bank (60.29%) were located in small towns and villages. Access to the services provided by BZ WBK Leasing is guaranteed by a network of nearly 400 mobile advisors who visit SME customers on their premises all over Poland.

Another dimension of accessibility which we consider very important is adapting our bank to the needs of persons with different disabilities. Since 2010, we have been developing a programme called "Barrier-free Service" which is unique in the financial sector.



Barrier-free service in 2016:



1/4

of our bank branches (153 outlets) are adapted to the needs of persons with different disabilities



21

local projects carried out by the certified branches in partnership with persons with disabilities and seniors



in 20

branches - audits of architectural accessibility



20

more than 1,235

employees of our bank have been trained in the service of customers with disabilities (traditional training co-delivered by trainers with disabilities and e-learning courses)



19

branches received accessibility certificates awarded by an independent expert (TUS Foundation)



231

Talking ATMs



11

branches with an audio induction loop (hearing aid system)



2,426

interactions in the Polish Sign Language via the Online Advisor service (+ 117%)

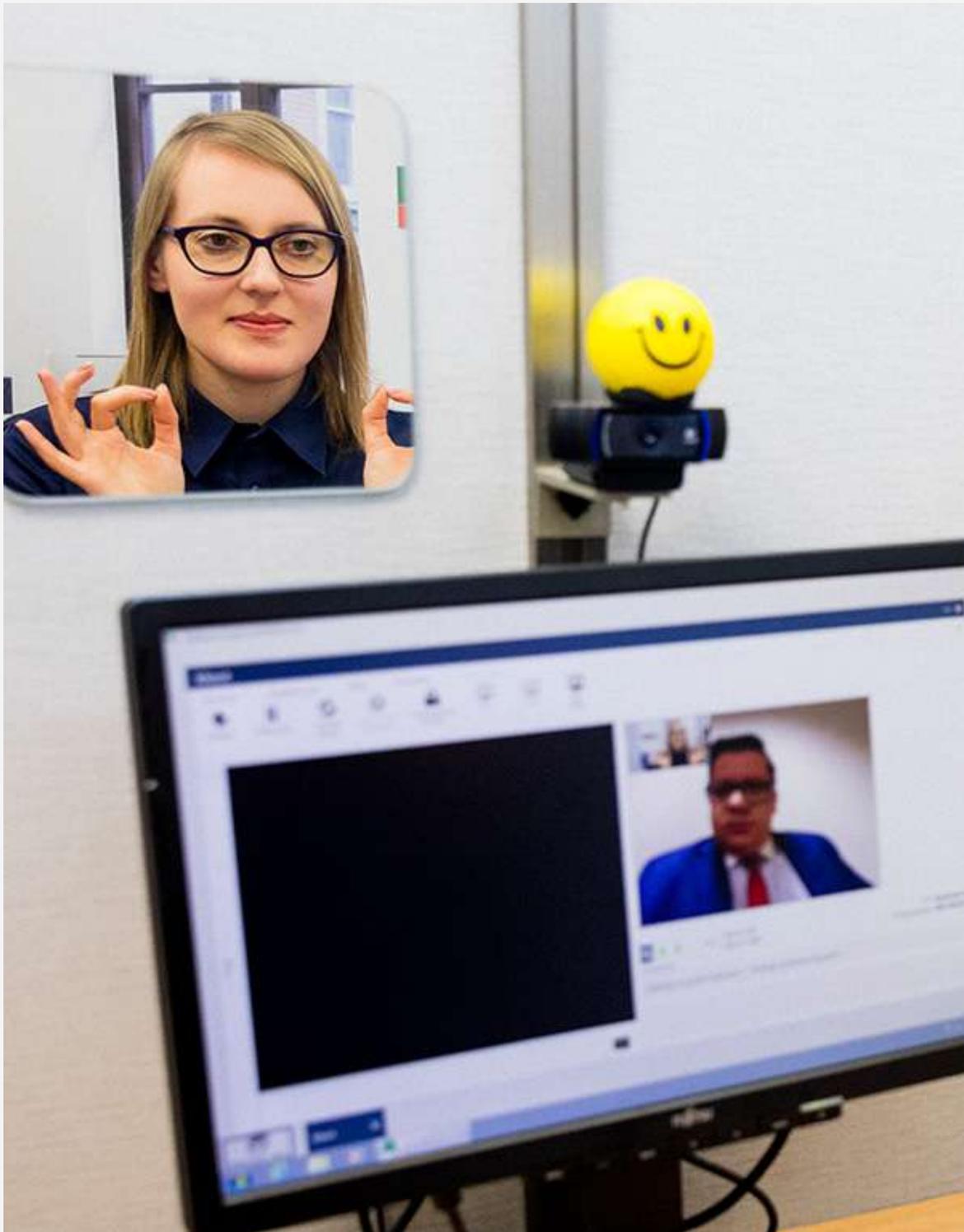
new advertising videos with audio description and translation into the Polish Sign Language



the first recruitment campaign in the Polish Sign Language executed on Facebook

Barrier-free branches

Since 2014, acting in partnership with the TUS Foundation, we have been evaluating architectural accessibility of the bank's branches from the point of view of persons with disabilities, in accordance with the methodology published on niepełnosprawnik.pl. The employees of our certified branches undergo training in the service of customers with special needs delivered by trainers with disabilities. The training is organised by the Barrier-free Poland Foundation. The certification process covers branches located all over Poland.



Customer service in the Polish Sign Language and special solutions for customers with hearing

impairment

In September 2014, as the first Polish bank, we launched a video chat service in the Polish Sign Language staffed by the bank's Contact Center personnel. At the end of June 2015, the functionality was made available as part of the Online Advisor service on BZWBK24 Internet and mobile platforms. The service can be accessed using mobile devices available in all branches of our bank. Thanks to the launch of the Online Advisor Service in the Polish Sign Language, persons with hearing impairment can manage their finance on their own and have direct contact with the bank's advisor.

Talking ATMs

Our ATMs are adapted to the needs of people who are blind or partially blind, as they are equipped with a headphone jack. Thanks to the voice instructions, customers can execute basic operations on their own: withdraw any amount of cash, activate a new card or change the PIN. The accessibility of our ATMs is evidenced by the Certificate of the Polish Association of the Blind. In 2016, we also began to work on the development of a mobile BZWBK24 application for persons with visual impairment.





Barrier-free communications

Bank Zachodni WBK, as the first bank in Poland, decided to adapt its advertising and educational communication to the needs of customers with visual impairment (audio description prepared in partnership with the Katarynka Foundation) and hearing impairment (subtitles, translation into the Polish Sign Language prepared in cooperation with Mr. Tomasz Smakowski).

Audio induction loops at branches

In the second half of 2016, we entered into partnership with Fado Social Cooperative. In January 2017, as the first Polish bank, we implemented in the selected branches a system of customer service with the use of audio induction loops. The solution improves the comfort and the standard of services provided to people with hearing impairment. The list of branches equipped with the induction loop is available at www.bzwbk.pl/ms/obb/petle-indukcyjne.html.





The Barrier-free Service programme implemented by Bank Zachodni WBK was the silver medalist of the Polish Project Excellence Awards 2016. The competition organised by the International Project Management Association (IPMA) Poland recognises good practices in project management, awards the best solutions and promotes the competencies of the companies which implement them. The submissions of the participants are evaluated against the international Project Excellence standard, both in terms of the project execution standards and its ultimate outcomes.

More information about the Barrier-free Service programme, including a complete list of branches and ATMs adapted to the special needs of persons with disabilities can be found [HERE](#).

Multichannel approach and digitalisation

One of the strategic activity areas of Bank Zachodni WBK is the digital transformation process. Our customers more and more often use remote contact channels and the bank responds to their preferences by modifying its service model. We have been actively increasing the range of remote services available, expanding our online platform and mobile banking application and focusing on innovations. In the near future we will implement the biometric facial recognition system.

Many channels at a time

One of the programmes currently implemented in our bank is called “Multichannel 1”. Its purpose is to ensure the dynamic development of remote distribution channels, service standards and relationships with customers.



Online banking



Mobile banking



Contact Centre channels

(Telephone, Video, Chat, Audio, Email, Contact form, Facebook, Twitter, Skype, More customers using remote services)



Programme objectives:

- > Highest remote service quality standards
- > Continuous focus on the safety of electronic banking services
- > Implementation of solutions which make customers' life easier

- > Development and distribution of innovative technological solutions
- > Optimisation of processes and competence building in the Contact Centre
- > Implementation and continuous improvement of sales and after-sales processes in remote channels
- > Further development of mobile payments

The number of video, audio and chat contacts is growing dynamically.

In response to the high interest of our customers we are actively developing the Online Advisor service (particularly in the video channel). For the same reason, we make the service available to new categories of customers. Since March 2016, SME customers have been able to contact our Online Advisors.

Our achievements



We received the titles of the Institution of 2016 in the category of Best Service Quality in Remote Channels awarded by mojebankowanie.pl

FORRESTER®

BZWBK24 mobile application once again made it to the top three innovative banking mobile applications in Europe! For the second consecutive year, the international research and consulting company Forrester Research considered BZWBK24 mobile the best application in Poland and the third best application in Europe selected from the platforms of 11 largest banks.

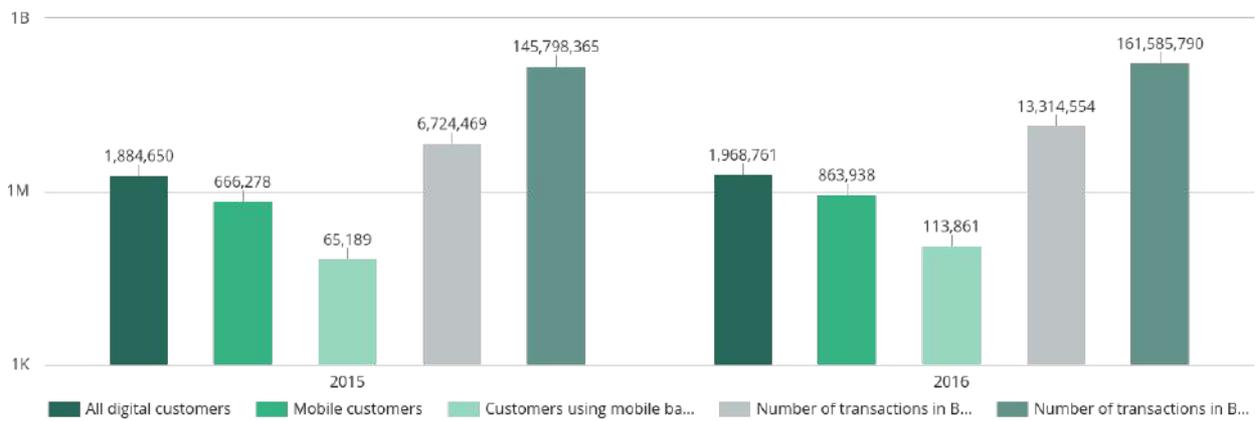


The employees of Bank Zachodni WBK set the record in the category "Most people making BLIK money transfers simultaneously".





In March 2017, BZWBK24 mobile application received a special award in the competition Mobile Trends Awards 2016 for getting the highest number of Internet users' votes for the best mobile application.



Share of online banking in the number of credit products sold by the bank (4Q)



	2015	2016
All digital customers	1,884,650	1,968,761
Mobile customers	666,278	863,938
Customers using mobile banking only	65,189	113,861
Number of transactions in BZWBK24 mobile	6,724,469	13,314,554
Number of transactions in <u>BZWBK24 internet</u>	145,798,365	161,585,790
Share of online banking in the number of credit products sold by the bank (4Q)	26%	38%

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Bank Zachodni WBK

Grupa Santander

2016

Corporate Social Responsibility Report

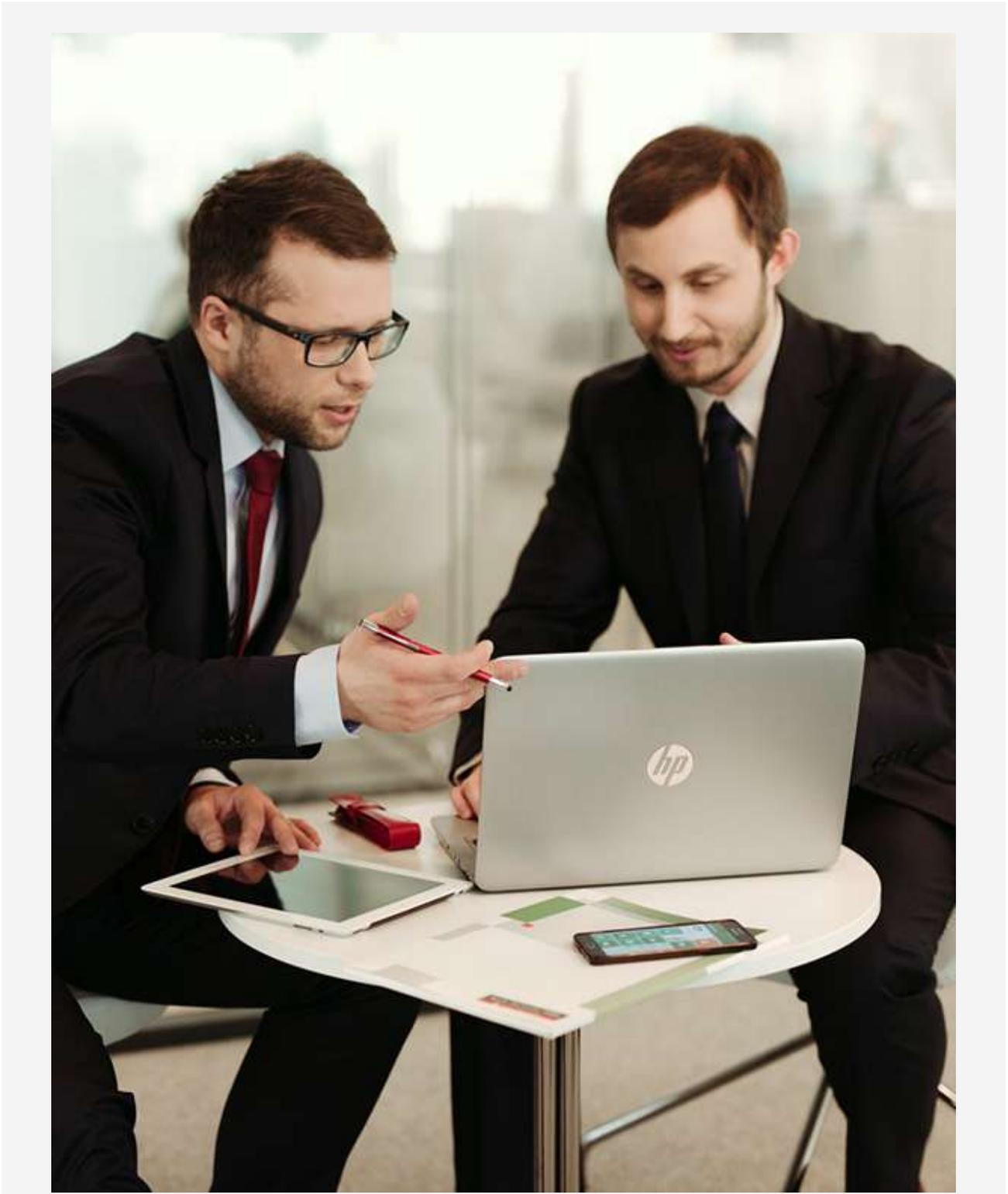


Security of services and customer data

Being a financial institution which manages customers' money, we have to maintain the highest security standards. Our priorities in this area are: to maintain the highest CyberSecurity standards, to monitor threats on a 24/7 basis and react instantly to any threats, to implement most advanced and effective technological solutions ensuring the safety of our systems, to cooperate actively with financial institutions and the Polish crime enforcement authorities

Our security policy

The principles of security management are laid down in the Information Security Manual and the related procedures. The documents are regularly updated based on the current situation and the security guidelines and instructions issued by the regulators and the Santander Group.



Our activities in the area of security:

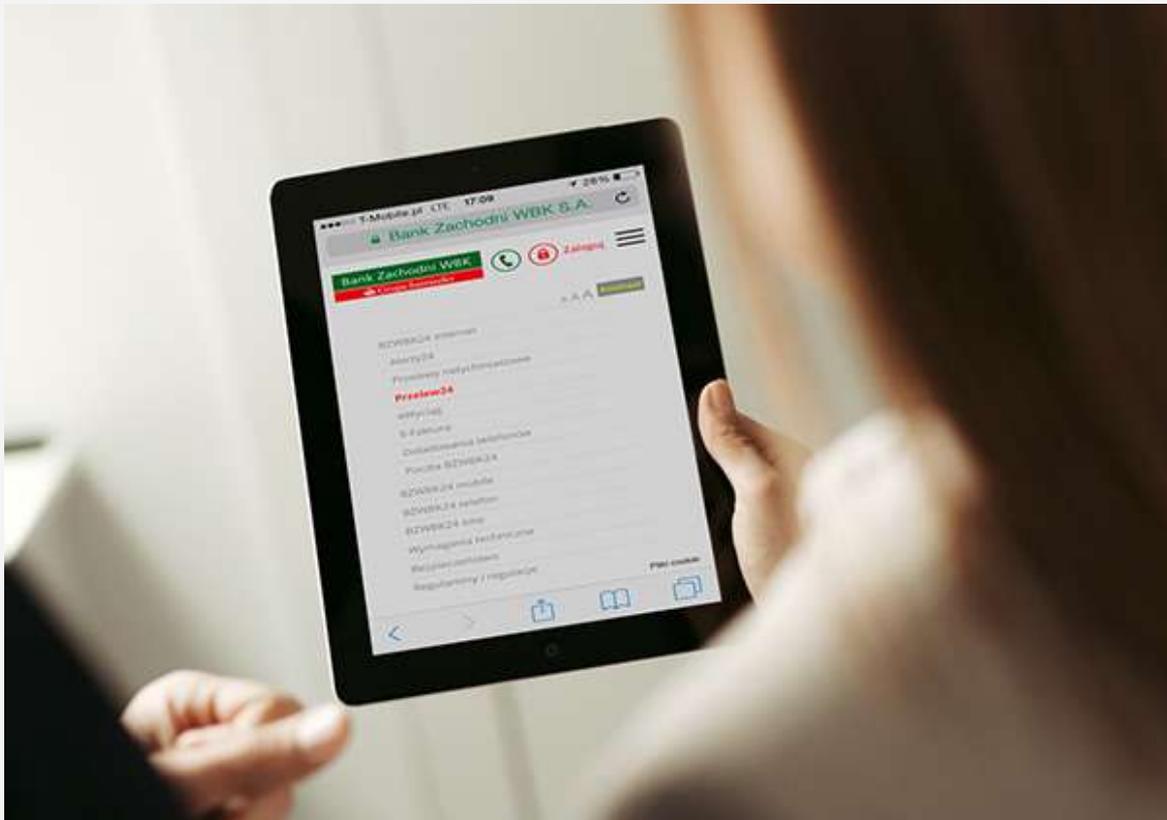
- Consultations held as part of the programmes and projects implemented in the bank e.g. related to electronic banking
- Security audits carried out by third-party companies
- Informing the employees and the customers about new threats
- Creating dedicated web pages and issuing messages on the subject of security on the bank's website
- Having a process in place to warn the bank's customers about the most recent dangers on the Internet
- Implementing special protection measures to secure the workstations of the employees having direct contact with the customers
- Thanks to our ongoing efforts to increase the security of the banking environment, we have not recorded any serious security incidents affecting our customers.

Example solutions

BZWBK24 mobile

- Logging on to the iOS system based on the user's fingerprint (TouchID)
- Enhanced security level thanks to the use of the most advanced cryptographic protocol TLS 1.2
- A new tile in the application called "Secure banking" which redirects the user to a webpage dedicated to the service security





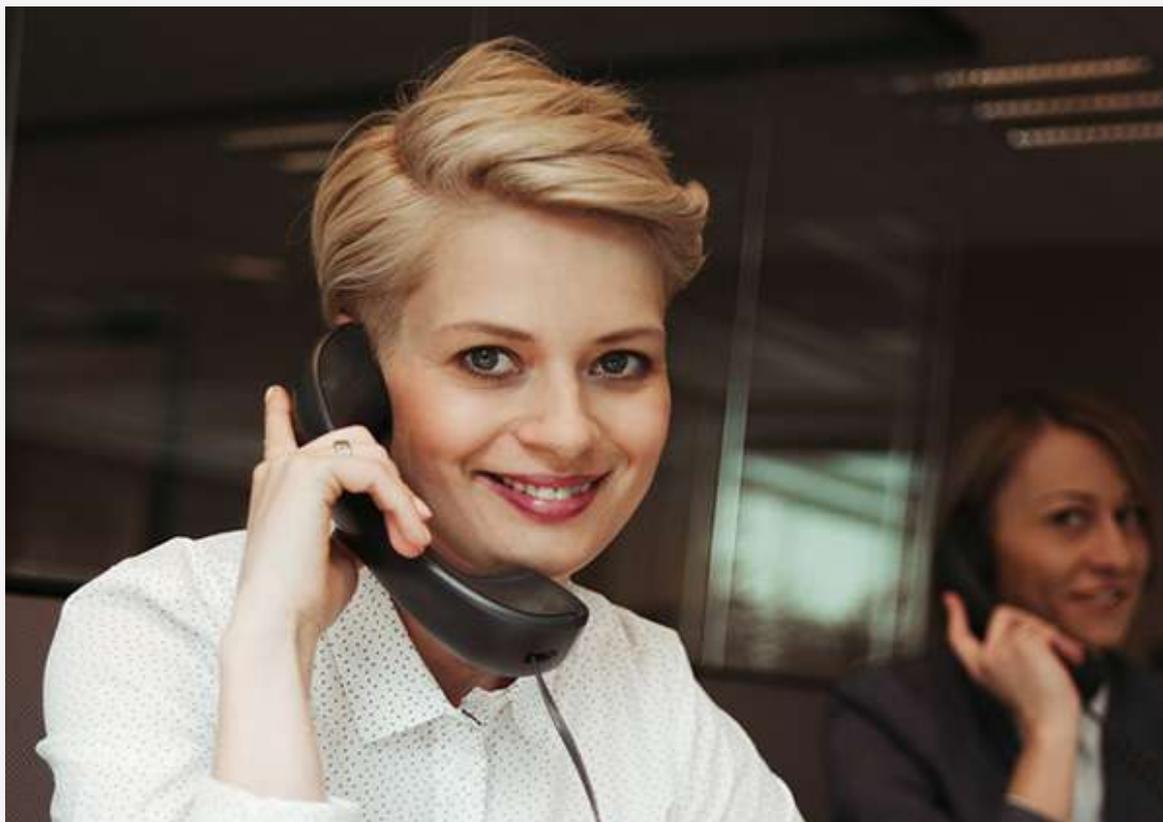
BZWBK24 internet

- Enhanced security level thanks to the use of the most advanced cryptographic protocol TLS 1.2
- A dedicated customer service zone

Innovative voice biometrics

More than **22,400** of our customers are active users of voice biometric solutions. Our customers often contact the bank by telephone, therefore we also focus on improving the performance of this communication channel. The

voice biometrics implemented at the end of 2015 is an innovative mechanism based on the unique parameters of human voice which ensures very quick and effective identification of customers.



Customer education

The ultimate goal of Bank Zachodni WBK is to build valuable, long lasting relationships with customers by providing secure and advanced online and mobile banking and payment solutions. We also want to educate our customers and tell them how to use these solutions.

Our activities



We have implemented the Policy of Educating Customers in the Safe Use of Online and Mobile Banking and Payments. Its aim is to raise our employees' and customers' awareness of the need to follow the security rules and report all instances of fraud.



We use the inboxes on our online banking platform to send customers information about the safe use of our services.



We provide up-to-date information about major risks related to using online and mobile banking (e.g. warnings about new types of attacks and advice on how to protect against the risks).



We update on an ongoing basis the information published at www.bzwbk.pl about the security of online



We post urgent messages on the login page of our online system and publish security information via the



We produce information materials (brochures, leaflets) about the rules of safe banking on the Internet and

and mobile banking operations and payments.

mobile banking applications.

make them available at our branches.



We carry out local projects aimed at raising the level of the security awareness e.g. meetings with seniors and school lessons.



We educate the employees of our bank in the basic principles of secure online and mobile banking.

We instruct our customers on how to use online and mobile banking solutions without compromising their security:



Protection of passwords, SMS codes, tokens, personal data and other confidential information against unauthorised third-party access.



Taking care of the safety of personal devices (e.g. computers) by installing and regularly updating Internet security software (including antivirus software) and using applications from official and trusted sources.



Analysing the threats and risks related to downloading unproven software from the Internet.



Using the trusted and proven websites operated by the bank.

The number of breaches of customer privacy and losses of customer data

	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data, including:	Number of complaints	Complaint description
	Complaints received from third-parties accepted by the organisation	3	Sending a loan repayment schedule in an unsealed envelope, sending documents to an unauthorised person, reading the customer's address details out loud at the branch in front of other people
	Complaints reported by the regulator accepted by the organisation	1	Sending a loan repayment schedule in an unsealed envelope
	Total number of identified instances of customers' data disclosure, theft or loss	4	

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Employees

Bank Zachodni WBK

 Grupa Santander

2016

Corporate Social Responsibility Report



Priorities

Our aim is to build an organisational culture founded on commitment, cooperation and dialogue and supporting bottom-up initiatives. We want to create a work environment in which our employees will be able to develop their skills and competences in the atmosphere of respect. Each of them should take an active part in the changes that take place in the bank.

UN sustainable development goals 2030:



Goal 8. Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

<http://www.un.org/pl/cel8>



Goal 5. Gender equality

Achieve gender equality and empower all women and girls.

<http://www.un.org.pl/cel5>



Highlights of 2016

- Very good results of the Employee Engagement Survey:
 - 50% of the employees in the top performance evaluation category, in line with our strategic objective for 2016
 - 98% of the employees understand the risks they come across in daily work and feel personally responsible for them.
 - 80% of the employees agree that the organisation accepts and respects the employee diversity in terms of gender, age, nationality, ethnic origin and religion (7 percentage points more than in 2015)

- Implementation of the Respect and Dignity Policy
- Already 60 ambassadors of our organisational culture
- The Health Bank – the first comprehensive corporate wellness programme promoting a healthy lifestyle
- 360 degrees evaluation of all managers
- Two new talent development programmes for branch staff
- 120,000 training participants

Since 2015, our organisation has had in place the HR strategy which controls all aspects of our relationships with employees.



Employee's professional lifecycle

Encompasses all stages of our work, from the recruitment interview, through induction, professional development and promotions, until the decision to leave the bank.

Our goal is:

to build the image of the bank as the best employer at all stage of the employee's professional life, offering development opportunities to managers and specialists and having the best HR processes in place.



Organisational effectiveness

Includes cost effectiveness, but also the mechanisms required to build a highly motivated team of people, acting in line with the bank's key values: Simple, Personal, Fair.

Our goal is:

to implement and maintain a fair compensation system, a reliable employee evaluation system and incentive schemes.



Friendly workplace

Involves promoting the ideas of workplace diversity and the work-life balance, and offering convenient and safe work conditions to all staff members.



Our goal is:

to implement appropriate tools and measures, such as flexible work time or non-financial benefits and to promote integration and cooperation.

Awards and recognition



Universum Poland Ranking 2016

5th place in the ranking of banks (6th place in 2015)



Antal's Survey

4th place in the category "Most desirable financial sector employer" according to managers and specialists (number one among banks).

Sedlak & Sedlak

Sedlak & Sedlak Compensation Report

The best bank in terms of return on investments in compensation (each invested PLN 1 = PLN 1.76 of the operating profit).



Reliable Employer 2016

The award which recognises the company's reliability as an employer and non-standard HR solutions. The bank received the Reliable Employer title for the second consecutive year.



Top Employer Award

The award of the Top Employers Institute granted to companies which offer the best work conditions, invest in the development of talents and keep improving their recruitment processes. As many as six banks from our Group received the Top Employer titles on their respective markets (the award was presented at the beginning of 2017). We topped the financial institution category in Poland, United Kingdom, Spain, Belgium, Netherlands and Germany. As a result, the Santander Group won the title of Top Employer Europe 2017!



Best Benefits Strategy

At the beginning of 2017, we won the competition awarding the most interesting and effective non-financial benefits strategy. The judging panel appreciated the broad range of additional benefits which we offer to our employees.

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 Grupa Santander

2016

Corporate Social Responsibility Report



Employment structure

In Bank Zachodni WBK, we offer a friendly and engaging work environment to nearly 12,000 people employed in the Business Support Centres in Wrocław, Warsaw, Poznań and Lublin and in our branches all over Poland. While building our team, we are guided by the belief that the employees are the most valuable asset of our organisation and that their potential is a key success factor for the bank's future development.

Total number of employees (persons)



	Total number of employees	Female	Male
Total number of employees (persons) by gender	11 921	8 774	3 147

Total number of employees by region



	Female	Male	Total
Employed in the Business Support Centre	3 405	2 058	5 463
Employed in branches	5 369	1 089	6 458



Our employees provide services to customers at **658** branches operated by the bank. Additionally, our services are available from **109** partner outlets which employ **366** people.

To review more statistics reflecting the size and turnover of our headcount, click on the button below.

Total number of employees (persons) by employment type

	Total	Female	Male
Full-time	11 617	8 561	3 056
Part-time	304	213	91

Total number of employees (persons) by contract duration

	Total	Female	Male
Specified	1 899	1 302	597
Unspecified	10 022	7 472	2 550

Total number of employees by gender

	Total number of employees by FTEs	Total number of employees by persons
Total number of employees	11 733	11 921
Female	8 660	8 774
Male	3 073	3 147

The number of employees and associates employed under arrangements other than employment contract (persons)

	Female	Male	Total
Assignment contract	628	282	910
Contract for specific work	4	15	19
Internship contract	352	189	541
Self-employed	-	-	-
Contractors	-	-	989

Total number of new employees (persons) by gender ¹

	Female	Male	Total
Total workforce	8 774	3 147	11 921
Number of new employees	1 184	606	1 790
Rate of new employees in total workforce by gender	13,5%	19,3%	15%
Rate of new employees by gender versus total number of new employees	66,1%	33,9%	-

¹ The number of the bank's employees has grown significantly since last year. The change versus the data reported for 2015 is mainly related to the incorporation of the Multichannel Communication Centre (originally operated as an outsourced activity area) into the bank's structures.

Total number of new employees (persons) by age groups:

	<30	30-50	>50
Total workforce	2 270	8 114	1 537
Number of employees leaving the company	1 027	747	16
Rate of new employees versus total workforce by age groups	45,2%	9,2%	1%
Rate of new employees by age groups versus total number of new employees	57,4%	41,7%	0,9%

Total number of employees leaving the company (persons) by gender:

	Female	Male	Total
Total workforce	8 774	3 147	11 921
Number of employees leaving the company	1 269	469	1 738
Rate of employees leaving the company versus total workforce by gender	14,5%	14,9%	14,6%
Rate of new employees leaving the company by gender versus total number of employees leaving the company	73%	27%	-

Total number of employees leaving the company (persons) by age groups

	<30	30-50	>50
Total workforce	2 270	8 114	1 537
Number of employees leaving the company	606	952	180
Rate of employees leaving the company versus total workforce by age group	26,7%	11,73%	11,71%

Rate of new employees leaving the company by age group versus total number of employees leaving the company	34,87%	54,78%	10,36%
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Bank Zachodni WBK

 Grupa Santander

2016

Corporate Social Responsibility Report



Diversity

We want to create a work environment in which every person has equal opportunities, feels respected and accepted. Respect for diversity is embedded in our internal codes and regulations and, above all, is an integral element of our organisational culture which is founded on the key values: Simple, Personal, Fair.

Women in Bank Zachodni WBK



73%

of the total workforce
(third highest
percentage rate in
the Polish banking
sector)



58%

of the managerial
staff



5%

higher women-to-
men ratio among
Material Risk Takers
in the organisation

Diversity Charter

On May 24, 2017 we joined the group of signatories of the Diversity Charter, an international initiative supported by the European Commission.



Management of diversity is a very important element of our organisational culture. We want to create a work environment which will facilitate the development of cooperation and innovation and the identification of the employees' potential. Signing of the Diversity Charter is the crowning moment of our efforts undertaken to date (such as the Barrier-free Service project) and a commitment to engage in new activities enhancing the value of our organisation and its employees.

Dorota Strojowska

Member of the Management Board of BZ WBK



The principles of respecting diversity and equal opportunities are included in the General Code of Conduct, the Human Rights Policy of Bank Zachodni WBK and in the Corporate Social Responsibility Policy of Bank Zachodni WBK, which sets the following goals to our organisation:

- > to respect diversity i.e. to prevent discrimination because of gender, race, ethnic origin, age or any other characteristic,
- > to promote equal opportunities to all employees and to aim at an equal balance between men and women in all kinds of roles and responsibility areas.

To review more detailed data concerning the employment structure by gender and age groups click on the button below

Employees by age and diversity

	Percentage of employees in each category in 2016 versus total workforce		
	Female	Male	Total
<30 years	13.4%	5.6%	19%
30-50 years	49.7%	18.4%	68.1%
>50 years	10.5%	2.4%	12.9%
Foreigners	0.08%	0.15%	0.23%

	Composition of the Supervisory Board by age category and diversity	% in each category in 2016		Total percentage of the category un SB
		Female	Male	
<30 years		0.0%	0.0%	0.0%
30-50 years		0.0%	0.0%	0.0%
>50 years		20.0%	80.0%	100.0%

Foreigners	0.0%	60.0%	60.0%
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Workforce by employee category

	Percentage of employees in each category in 2016 versus total workforce		
	Female	Male	Overall percentage of the category vs. total workforce
Senior management	0.8%	1.2%	2%
Middle management	8.6%	5.5%	14%
Other employees	64.3%	19.7%	84%

We have good results!

In the Employee Engagement Survey carried out in 2016, we observed improvements in the categories related to work ethics, respect in the workplace and diversity.



69%

of our employees agree that people are treated in a personal and respectful way by the bank (+7% versus 2015)



80%

of our employees agree that differences between employees regarding their gender, age, nationality, race, religion etc. are accepted and appreciated (+7% versus 2015).

Shared responsibility

The responsibility for creating a work environment free from any mistreatment of or disrespect to employees rests with the managers and is a crucial part of their competence model. We have launched special training courses for managers covering, among other things, the subject of the generation change.

Participation in the training in ethics and diversity is mandatory for all employees. A few years ago, an e-learning programme was launch to assist the employees.

How misconduct is eliminated

Instances of non-conformance with the rules and other concerns can be reported by employees (also anonymously) via a number of available channels:



Relationship helpline



Ethics helpline



Dedicated email
address

How we managed diversity and equal opportunities in 2016

- We created a comprehensive Respect and Dignity policy setting the fundamental principles of our organisational culture
- We streamlined the procedure of reporting non-conformances
- We implemented the new Corporate Sustainability (CSR) Policy and the Human Rights Policy
- We began work on the implementation of career and development paths
- We changed the work regulations by implementing various worktime systems and schedules depending on the organisational unit specificity

- We launched the Compensation Policy based on clear and transparent criteria regardless of gender, age or nationality

Our goals for 2017

- Joining the Diversity Charter project
- Education and awareness raising initiatives concerning diversity and equal opportunities, including the creation of an integrated communication plan encompassing the management board, managers and employees
- A pilot launch and preparations for the implementation of an electronic work time recording system

Remuneration in Bank Zachodni WBK

The salaries paid to men and women in the same positions are comparable. The provisions of the bank's Compensation Policy prohibit differentiation of the compensation amount depending on the gender.

The average monthly entry level remuneration accounts for 176% of the statutory minimum wage in Poland.

To review more detailed statistics concerning the employee wages and the diversity indicators of Bank Zachodni WBK click on the button below.

Basic entry-level salary by gender versus the statutory minimum wage

	Female	Male
Average entry-level monthly salary paid to employees	3,264.23	3,290.96
% of the minimum wage	176%	178%

Remuneration of women to men in Bank Zachodni WBK

	Ratio of the basic remuneration of women to men
Warsaw: Senior management	70%
Warsaw: Middle management	82%
Warsaw: Other employees	74%
Agglomerations: Senior management	82%
Agglomerations: Middle management	90%
Agglomerations: Other employees	77%

Large cities: Senior management	91%
Large cities: Middle management	89%
Large cities: Other employees	86%
Rest of the country: Senior management	108%
Rest of the country: Middle management	91%
Rest of the country: Other employees	87%

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 Grupa Santander

2016

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Friendly workplace

In line with our key values, we want to be a Simple, Personal and Fair bank.

Our organisational culture

In 2015 we began to transform our organisational culture by embedding behaviours consistent with the values into our processes and HR tools.

Our value-driven standard behaviours:



Cooperate actively



Support others



Speak openly



Listen attentively



Show respect

Keep promises



Be part of change

Work with passion

The implementation of our new organisational culture is actively supported by a group of ambassadors – employees of various organisational units who promote our values and standard behaviours by stimulating bottom-up initiatives and engaging in bank projects. The ambassadors meet once every few months at workshops where they share good practices, produce videos and content to be posted on the Internet, attend meetings with the senior management and promote global initiatives.

Managers have a crucial role to play in the transformation of our culture. Throughout 2016 they took part in workshops which taught them how to manage through values. They decided which values they would be implementing in their teams at first and participated in activities aimed at promoting the values and desirable behaviours (including 58 workshops run by an external contractor, participation in 12 videos on corporate values and behaviours and meetings with the Head of the Business Partnership Division devoted to management through values and behaviours).

Organisational culture



60

ambassadors at the
end of 2016



230 posts

on the bank's social
network



nearly 100

business breakfasts
attended by the
culture ambassadors
and the top
management
members



more than 90

workshops



nearly 30

videos

We Are Santander Week

The week devoted to the culture of the Santander Group is a large, annual event filled with activities focusing on different aspects of our cultural transformation.

Between June 6 and 10, we tested our creativity, broadened our horizons, took care of our health and relationships and, above all, we practiced active cooperation, supporting others, speaking openly, listening attentively, showing respect, keeping promises, participating in changes and working with passion. We developed our competences at 25 workshops and meetings facilitated by development experts held in five cities (individual meetings with experts, "Learn Your Strengths – AC Workshop", "Change Your Perspective", "Awaken Your Creativity" and many more). In the bank's four main locations, more than 800 employees had preventive medical check-ups.

We also organised two volunteering projects. Together with Food Banks across Poland we collected more than 3 tonnes of food for people in need. The other project called the Bank Marrow Donor Day was run jointly with the DKMS Foundation. We helped save human lives in Poznań, Wrocław, Warsaw, Lublin and in the Western Macroregion (altogether in 15 cities).

The final event of the week was a visit of nearly 800 employees' children at our bank.

Culture Champions

In the second half of 2016, we ran the Culture Champions competition to identify our colleagues who best impersonate the values and behaviours promoted by our corporate culture. Out of 1,100 nominations and 500 proposed candidates, 20 finalists were selected and were voted for by all employees of the bank.



At the final stage:

- 7 employees who received most votes took part in the global event of the Santander Group held in Spain
- the remaining 13 finalists were invited to attend a special meeting in Warsaw.

Additionally, the finalists took part in a workshop on our corporate values, received MyBenefit points and were invited to join the community of the ambassadors of our culture.



StarMeUp

At the turn of 2016 and 2017, we launched the StarMeUp programme, a global platform supporting activities which are in line with the standard behaviours forming part of our organisational culture. The tool can be used by our employees to recognise each other or thank for cooperation in the spirit of our key values Simple, Personal and Fair. Each employee receives every month a number of votes ("stars") and can award them to his/her colleagues, justifying which of their behaviours/ attitudes deserve a reward. Persons with the highest star numbers receive surprise gifts.

Employee engagement

In 2016, we carried out another Employee Engagement Survey which is a valuable source of information to us on how the employees perceive our organisation, its values, operations, the leadership style and the relations with the external environment. The feedback helps us identify the areas for improvement and define action plans to support the engagement of our employees.

Employee engagement



50%

of employees are in the highest performance category ("fully effective") - 4% more than in 2015 and 6% more than predicted for 2016.



72%

of employees feel supported by the organisation.



68%

of employees feel proud of working for the bank - 3% up from the previous year.



66%

of respondents would like to work in the bank for more than 5 years or until retirement.



98%

of employees understand the risks which they come across in the daily work and feel personally responsible for them.

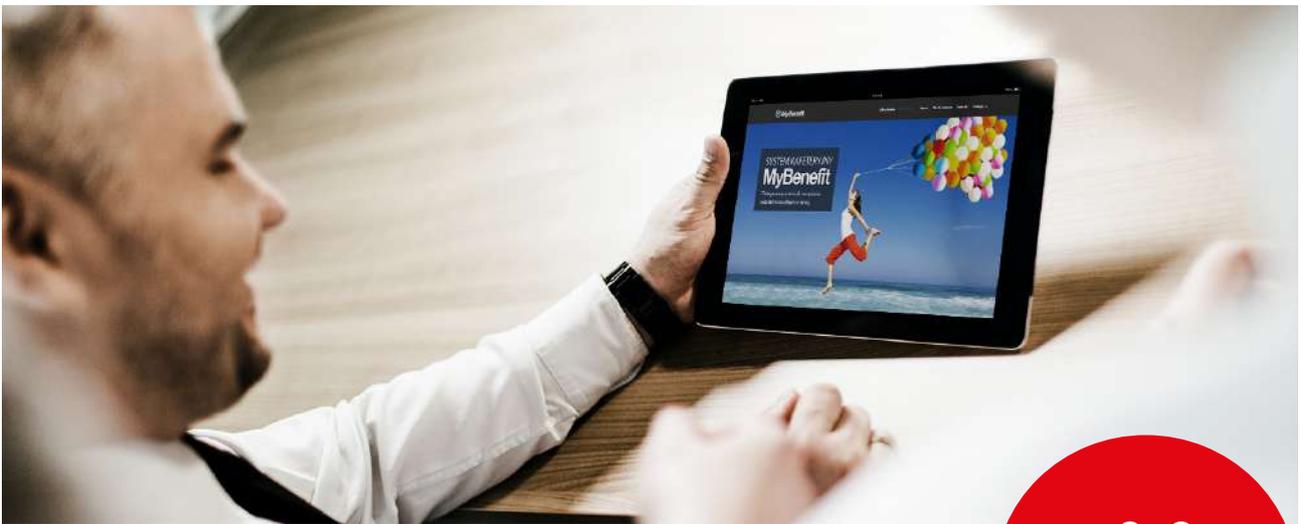
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Benefits and work conditions

81% of the bank's employees declare that the company offers benefits which are consistent with their needs. The percentage of satisfaction with the offer went up 12% versus 2015 (Employee Engagement Survey).

Bank Zachodni WBK offers a broad package of non-financial benefits to employees, aligned with the key elements of the HR strategy:

- Creating an engaging workplace
- Building the image of a good employer (employer branding)
- Maintaining positive relations between the employee and the bank
- Satisfying the needs and expectations of the bank's employees

Healthcare services

A broad range of medical services are fully financed by the bank. The employees have access to healthcare providers, including physicians of all specialties, home visits and physical rehabilitation. It is also possible to purchase the additional dental care package for employees or a hospital or medical care package for family members (partners, children, parents or in-laws). Additional services are available against a fee payable by employees but are charged at preferential rates negotiated by the bank.



MyBenefit cafeteria benefits plan

A system of additional benefits financed from the Company Social Benefits Fund (ZFSS) under which employees can purchase and take advantage of various services and offers, including:

- > Travel offers in Poland and abroad, including trips, holiday stays, weekend breaks and children's camps
- > Tickets to various cultural and sports events
- > Member cards and passes to sports facilities, fun parks and children's playgrounds,
- > Discount codes which can be used in sports stores, bookshops and various entertainment facilities.

Every employee receives once a year a number of points (1 point equals PLN 1 from the Company Social Benefits Fund) awarded depending on the gross household income per family member in the previous year.



200,000
various offers



7,700
partners



94%
of employees using the system in
2016



95,500
purchased products and services
financed from the Company Social
Benefits Fund



MultiSport Card

Each member of the MultiSport Programme receives a personal card which offers access to a broad range of the best and most popular sports and fitness facilities all over Poland. The amount of the MultiSport card co-financing from the Company Social Benefits Plan for the employee and his/her family members depends on the gross household income per family member in the previous year.



4,300

services and facilities



More than 5,300

active MultiSport cards

Support to education and childcare

Financing of school starter kids is offered to employees' children below the age of 16 who are students of primary schools and gymnasiums. The amount of the awarded money depends on the income per household member. The bank also reimburses the cost of nursery schools, kindergartens and day care clubs and children's holiday camps in summer and winter (in return for points awarded in the MyBenefit plan).

The **Parent Support Policy** implemented in the bank is intended to facilitate the return of parents to professional activity. All mothers and fathers are offered:

- additional 3-week paid leave (directly after the maternity leave or after the parental leave of 6 or 8 weeks depending on the number of children),
- possibility to work part-time
- adaptation period after return from the maternity leave,
- exemption from the obligation to meet the sales plan targets during the first month after return to work.

Group life insurance

Every employee can choose from a number of life insurance options and, additionally, can also take out accident insurance, medicinal products insurance (under which 2 200 medicines can be purchased at a discounted price) and cancer insurance. The insurance offer is also available to employees' family members (up to the age of 69 years).

Financing education

The bank finances BA, MA, doctoral and post-graduate studies. Additionally, the employees can receive financial assistance to learn foreign languages – English and Spanish.

Loans and financial aid

The bank offers low-interest home loans to its employees, non-repayable financial aid to persons in a difficult life, financial or family situation and co-financing of the purchase of eye-glasses (up to PLN 1,200). Additionally, the employees can purchase products of companies which cooperate with the bank at attractive, preferential prices.

Work time

In 2016, we initiated a project aimed at changing our approach to work time. We want our managers and employees to understand that work time is not only a legal concept, but also a business and social notion.

What we have done so far

- > We have implemented a tool to monitor the use of holiday leaves by all employees of the bank
- > We have raised the awareness of the significance of using holiday leaves according to the plan, highlighting the benefits of such an approach both to the employee (time to rebuild stamina and maintain the work-life balance) and to the employer (conformance with the regulations, higher engagement and effectiveness)
- > We have started working on the implementation of a tool for planning and monitoring holiday leaves in the entire organisation and a tool for electronic work time recording
- > We are building the culture of effective performance
- > We promote the idea of work-life balance and offer the opportunity of choosing different work-time systems and schedules. In the first place, we have launched separate work time systems in the organisational units where maintenance of business continuity is of crucial significance for our customers.



- Branch network – flexible work time
- Investment Service Centre – flexible work time
- Multichannel Contact Centre – equivalent work time (Monday through Sunday)

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Development

Our training programmes support the development of employee competences in accordance with the needs arising from the bank's strategic plans and key business projects.

The document which governs all educational activities is the Training Policy. The important aspects of the employees' development include using the skills acquired in the workplace and sharing knowledge with other team members.

Training events in 2016



PLN 15,162,660

total training
expenditures in 2016



120,000

training
participations

19% - training
workshops

81% - e-learning
events



989

employees received
financial aid for
educational purposes

762 - learning
foreign languages

108 - training events
including certified
courses

119 - MA or
postgraduate
programmes

Goals for 2016

- Taking care of the high level of specialist knowledge required in the workplace

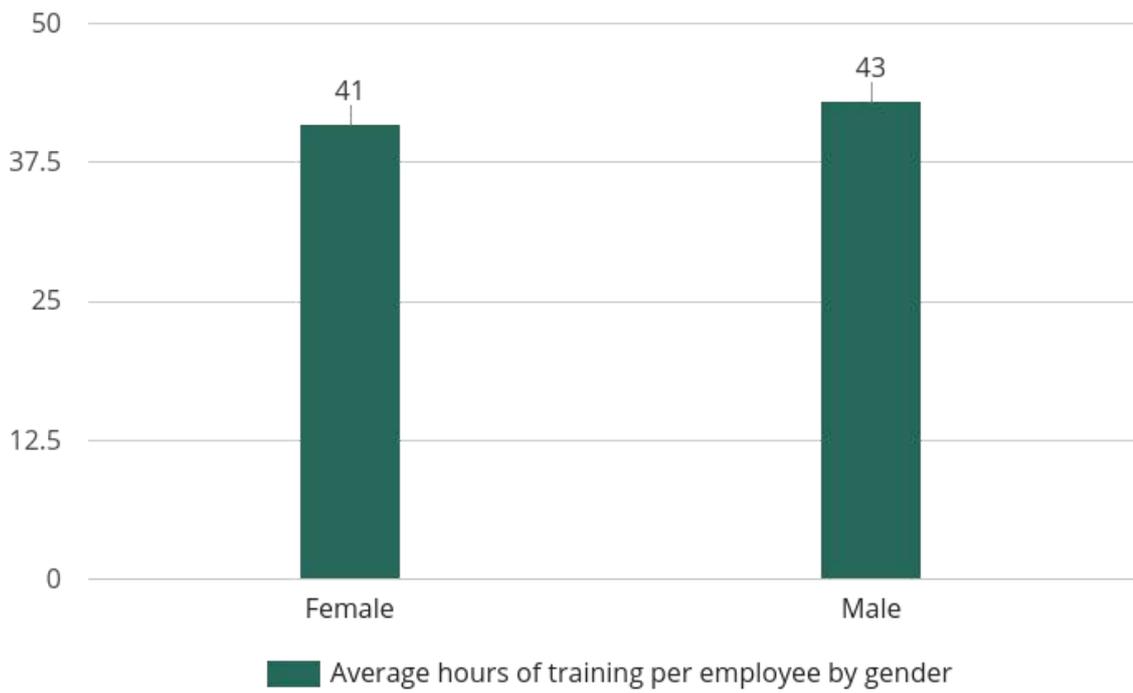
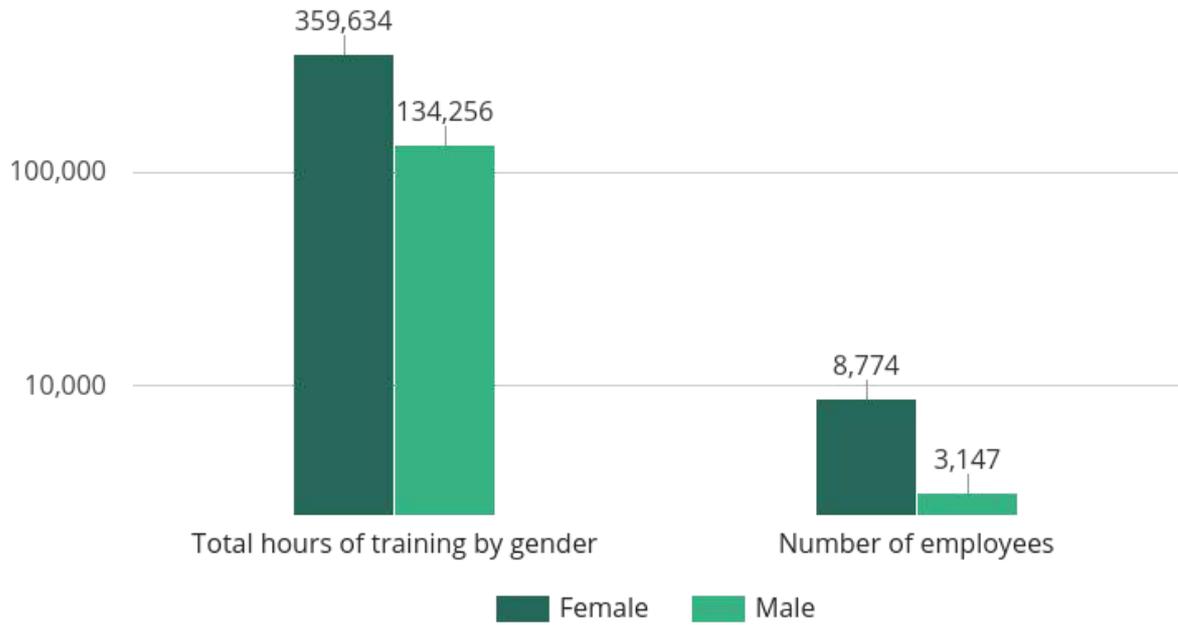
- Optimised use of system tools
- Providing knowledge and skills in broad thematic areas, such as e.g. customer service standards
- High degree of employees knowledge about risks and practical risk mitigation skills

The training of the branch network staff carried out in 2016 focused on enhancing their competences related to customer service, knowledge of the products and systems, building the culture of risk awareness and legal expertise.

The subjects of training delivered to the employees of the business support centres included digitalisation, business and financial analysis methods, advanced IT skills, business ethics, risk analysis and HR and payroll knowledge. Additionally, interpersonal and managerial skills were developed.

One of the priorities of our training policy is to ensure the appropriate level of knowledge and competences of the employees of our subsidiaries, partner outlets, intermediaries and brokers.

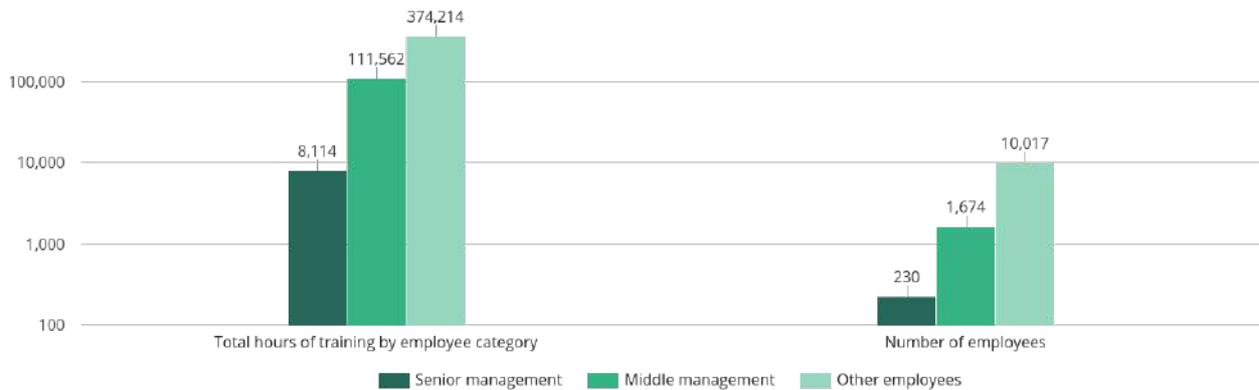
Total hours of training by gender



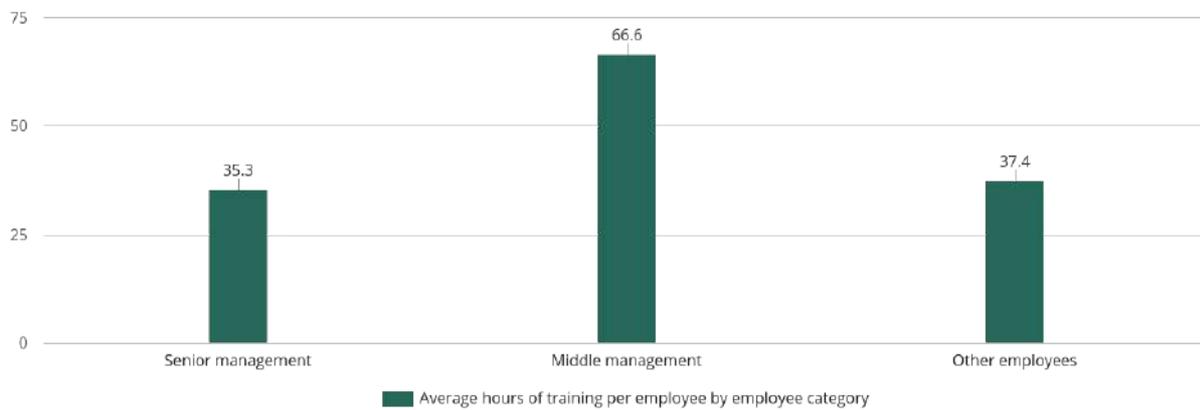
Average hours of training per year per employee by gender

	Female	Male	Total
Total hours of training by gender	359,634	134,256	493,890
Number of employees	8,774	3,147	11,921
Average hours of training per employee by gender	41	43	41.4

Total hours of training by employee category.



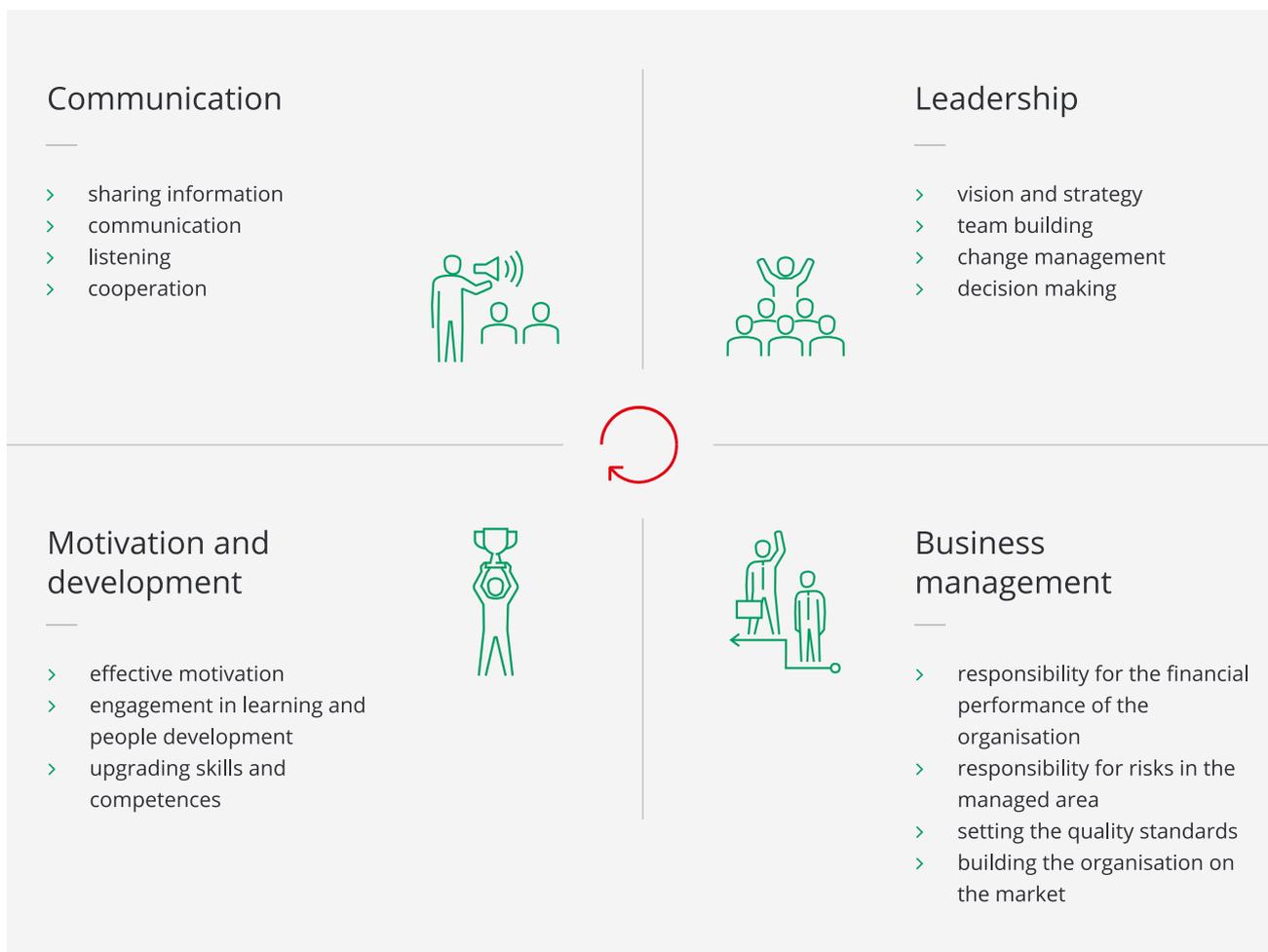
Average hours of training per employee by employee category



	Senior management	Middle management	Other employees
Total hours of training by employee category	8,114	111,562	374,214
Number of employees	230	1,674	10,017
Average hours of training per employee by employee category	35.3	66.6	37.4

Developing leaders

The quality of management in Bank Zachodni WBK is supported by the model of managerial competences which covers four areas with the highest impact on the achievement of our business goals and the effectiveness of employee engagement activities.



The training and development offer based on the model is intended to help improve the key managerial competences and skills. In addition to workshops and e-learning courses, it includes webinars and a collection of selected books and publications. Moreover, in October 2016, a series of inspirational meetings with a Board Member was held, devoted to the subject of natural leadership. The meetings served as a platform for sharing experience and good practices.



Managerial competences model in 2016

- > 1,237 recorded training participations
- > 742 trained managers
- > 3.83 – average training programme score (on the scale of 1 to 4)

Feedback 360

The managers of Bank Zachodni WBK take part in the Feedback 360 survey which examines their competence level and the extent to which the Simple, Personal and Fair values have been implemented in practice. The evaluation is summarised in the form of a detailed report containing the opinions of selected respondents on the skills, attitudes and behaviours of the evaluated person. The results can be discussed with an HR Business Partner or the expert development.

The development of managerial competences is additionally supported by a coaching and mentoring programme adjusted to individual needs. In 2016, Feedback 360 was provided to all bank managers using an intuitive IT tool.

Feedback 360



209

total number of surveys in 2016

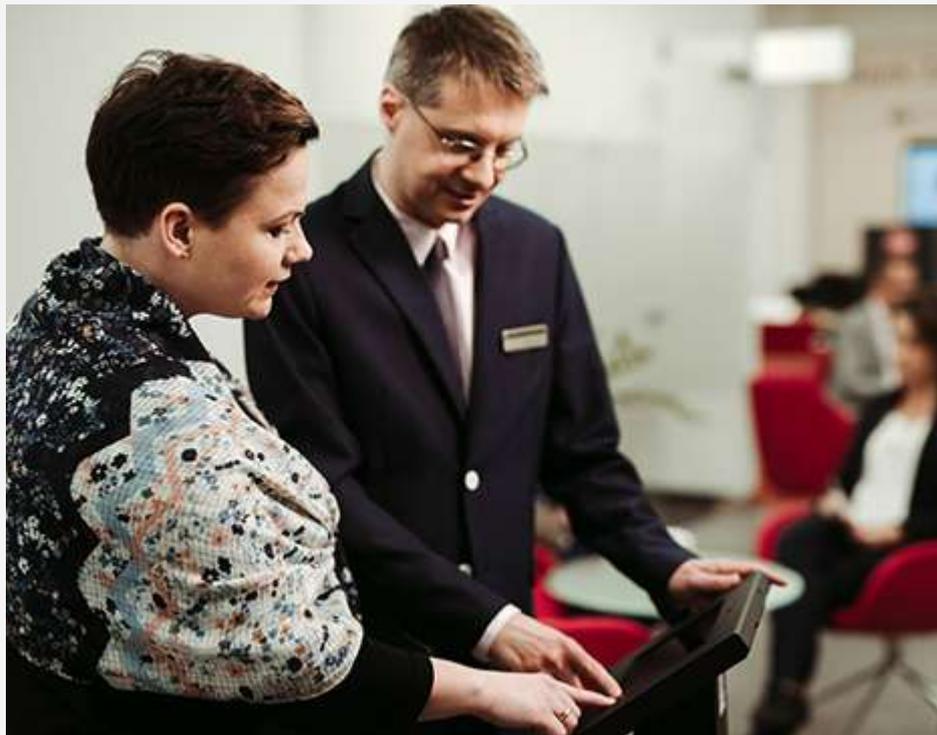


94

number of evaluations completed
before the end of 2016

We appreciate talents

In October 2016, we launched two new programmes for branch employees.



Become Branch Director

36 advisors from all over Poland were being developed with a view to becoming branch directors in the future.

Managing Leader Teams

10 branch directors from all over Poland were being developed with a view to becoming regional directors in the future.

Participants of both programmes were carefully selected from 150 candidates who enrolled in the programme, in a multi-stage, objective and transparent recruitment process. The following criteria were used:

- > very good long-term performance results
- > very high level of competences required to carry out current duties
- > above-average potential for future development

The programme will continue until October 2017 and the expected outcome is development of the participants to meet the job requirements of their future roles.



Stage 1

Communication of the development opportunity to employees and accepting submissions



Stage 2

Review of submissions based on the agreed criteria



Stage 3

Recommendations of managers and HR Business Partners



Stage 4

Assessment Center for the recommended persons and selection of candidates

Performance evaluation

The system of performance evaluation has been in place in the bank for many years and has been regularly improved. Its aim is to create the culture of dialogue, promote a consistent value system and increase the engagement of employees in the execution of strategic and operating tasks.

Annual performance evaluation – a cycle of quarterly meetings of employees with their managers

1. Setting individual objectives (beginning of the year)
2. Support and feedback (during the year)
3. Annual review (end of the year)



During the summary of the performance evaluation process in 2016, we focused not only on the achievements but also on the question whether our way of work was consistent with the Simple, Personal, Fair values.

For employees whose performance was evaluated as "significantly above expectations", personal development plans were prepared offering a range of opportunities, including the participation in:

- > Employer branding projects (e.g. Campus Expert)
- > Innovation Bureau projects (e.g. In Innovation We Trust)
- > Mentoring programme
- > Corporate internships in Santander Group companies in Poland and abroad

Percentage of employees receiving regular performance evaluation by gender ¹

		Female	Male
	Senior management	100%	98%
	Middle management	99%	99%
	Other employees	94%	90%

¹ Valid as at the end of 2016.

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Corporate Social Responsibility Report

ZDROWIE
NA BANK



Health and safety

Our priority is to create a safe and friendly work environment. We implement flexible work time schedules, promote active relaxation and healthy lifestyle. We take care of the comfort of our employees introducing various ergonomic solutions in the offices, setting up relaxation zones and creating workspace conducive to integration and creativity.

Corporate wellness in Bank Zachodni WBK

In May 2016, we launched the Health Bank programme based on a holistic approach to health, the aim of which is to promote a healthy lifestyle and the concept of work-life balance. Under the programme, we carry out educational and motivational activities in four thematic areas, support bottom-up initiatives and organise health promotion campaigns together with our partners.



Four pillars of the Health Bank programme:



1. Eat well

A chat and webinars with dieticians; apples available in all bank's locations – three distribution campaigns; Healthy Meals Day; MultisportDiet platform for the users of the MultiSport card; publications on the rules of eating healthily; the Bank's Cookbook co-authored by the employees



2. Be active

BZ WBK Runners Team (more than 400 members); fitness balls in meeting rooms; the annual trekking event ("Rajd Bankowca") and tourist offers in MyBenefit plan; promotion of the MultiSport card; a series of articles on the significance of physical exercise called the Health Chain Letter initiated by the Board Members.



3. Take care of your health

The Health Days organised for the second time in partnership with Medcover in a number of bank's locations (a possibility to have basic medical check-ups done at work, such as the glucose test, cholesterol level, blood pressure or BMI); relaxation music available on the intranet; a webinar with a gynaecologist for women; MultiSport Logic available to the users of the MultiSport card; articles on the subject of preventive healthcare.



4. Be ergo

Articles on the importance of ergonomics in the workplace; instructions for exercises to prevent eye strain; video guides on the appropriate posture while sitting at the desk and proper setting up office chairs.

Annual Trekking Event

The Annual Trekking Event "Rajd Bankowca" is the biggest recreational event for all bank employees organised for 23 years which combines the goals of employee integration with active relaxation. The event offers a wide choice of routes and activities, including cycling, sailing, horseback riding, hiking, skiing, snowboarding and sightseeing. The current and retired employees and their family members can take part in the annual event on preferential terms, thanks to a subsidy from the Company Social Benefits Fund.



Key objectives of the programme

- > promotion of the work-life balance concept
- > integration through sports, tourism and recreation
- > support to active relaxation
- > raising the awareness of valuable natural and landscape features of Poland and neighbouring countries



1,821

event participants in 2016 (+23% versus 2015)



3

locations (Białka Tatrzańska, Kołobrzeg and Bieszczady mountains)



86%

of the participants declared their participation in the event in the following year



94%

of the participants would recommend the programme to other employees



OHS in Bank Zachodni WBK

- Setting up the Occupational Health and Safety Committee
- Establishing a health prevention fund to finance the purchase of ergonomic office equipment
- Reimbursement of the cost of purchasing eyeglasses by the employees up to PLN 1,200

- > Environmental audits in the bank's branches
- > First aid training for the employees
- > Revision of the process of periodical OHS training
- > Launching a system of automatic notification of the expiry of the periodical OHS training validity (a significant increase in the number of people who completed the training)
- > Starting the work on a new occupational risk assessment process

Here you will find detailed OHS statistics:

Work-related accidents (incidents) by gender

	Female	Male
Number of work-related accidents (incidents)	51	12
Number of work-related fatalities	0	0
Number of serious work accidents (incidents)	0	0
Number of light work accidents (incidents)	51	12
Total number of persons injured in accidents	67 (one multi-victim accident)	

Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatal accidents by region and by gender

	Female	Male	Total
Accident incidence rate (IR -calculated as the total number of accident victims/ employment x 1,000)	4.61	1.01	5.62
Total number of lost days due to work accidents (LDR – calculated as the rate of total number of lost days to the planned number of employees' hours of work in the reporting period * 200,000)	8.63	1.73	6.81
Accident seriousness rate (calculated as a total number of lost days due to accidents/ number of accidents)	13.87	4.58	12.20
Absence rate (AR, calculated as the total number of days of absence from work/ number of days of work in a year 200000)	15,321.06	5,279.66	12,670.25

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Social engagement

Bank Zachodni WBK

Grupa Santander

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Our priorities

The three strategic areas of social engagement of Bank Zachodni WBK are: education and development of science, supporting social initiatives, promoting equal opportunities and preventing social exclusion

United Nations Sustainable Development Goals 2030:



Goal 4. Quality education:

Ensure inclusive and quality education for all and promote lifelong learning.

<http://www.un.org.pl/cel4>



Goal 11. Sustainable cities and communities:

Make cities inclusive, safe, resilient and sustainable.

<http://www.un.org.pl/cel11>



Goal 17. Partnerships for the goals:

Revitalize the global partnership for sustainable development.

<http://www.un.org.pl/cel17>

Examples of our activities in 2016



We carried out 472 projects under the Santander Universidades programme, with the participation of more than 50,000 people



In the second season, the Santander Orchestra gave 4 concerts and released its first album which received the gold record award.



We launched a new educational website for children, their parents and teachers: www.finansiaki.pl.



More than 660 employees of our bank took part in volunteering projects co-funded by Bank Zachodni WBK Foundation which donated nearly PLN 196,000. For instance, we managed to collect 3,338.6 kg of food for food banks.



We supported more than 140 organizations under the Bank of Children's Smiles programme and nearly 87 organisations received grants under the Bank of Ambitious Youth Programme. The total amount of

money donated to
both programmes by
our Foundation
exceeded PLN 1.4m.

Education and development of science

- Enhancing the entrepreneurial and financial competences of children, youth and adults
- Improving the quality and increasing the attractiveness of economic education in schools
- Updating teachers' knowledge in the area of economics
- Supporting extension of the scope of research projects
- Facilitating cooperation between students of different departments and universities on novel research projects
- Change in the perception of schools and universities which are partners of Bank Zachodni WBK

Supporting social initiatives

- Supporting the growth of social organisations and helping them become more professional through collaboration with Bank Zachodni WBK
- Tapping the full potential of local communities by inspiring activities in the area of social and cultural life
- Supporting local entrepreneurs and local authorities
- Promoting appropriate attitudes and competences among young people, such as entrepreneurship, creativity, civic

engagement, communicativeness, using new technologies, teamwork

Promoting equal opportunities and preventing social exclusion

- > Better access to financial services and products for persons with disabilities
- > Giving the persons with disabilities an opportunity to manage their finance on their own
- > Changing the public perception of persons with disabilities
- > Promoting good practices in the approach to persons with disabilities
- > Supporting physical activity of persons with disabilities
- > Inviting children from disadvantaged or dysfunctional families to take part in cultural, social and educational events

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Bank Zachodni WBK

 Grupa Santander

2016

Corporate Social Responsibility Report



Education and the development of science

One of the foundations of the corporate social responsibility policy of Bank Zachodni WBK is supporting higher education, research and the idea of entrepreneurship.

Santander Universidades

Santander Universidades is a programme launched in Poland in 2011, as part of a global initiative which unites more than 1,100 of universities worldwide. The project is based on the assumption that the collaboration between the business and the academia will have a positive impact on the economy by facilitating the development of new technologies, research programmes and the transfer of know-how to Poland.

Santander Universidades worldwide



20

years of operation



22

countries



1,182

cooperation
agreements with
universities
worldwide



EUR 157m

of financial
assistance offered to



36,487

scholarships in 2016

universities
worldwide

Santander Universidades in Poland



55

partner universities



2,177

scholarships



1,168

internships



472

projects and over 50,000
participants in 2016

Polish universities actively take advantage from the opportunities offered by Santander Universidades. They participate in global programmes of the most prestigious universities in the world, such as the Harvard Law School, Brown

University, University of California, the Pennsylvania State University, National University of Singapore, run scholarship Programmes and carry out individual research projects in such areas as entrepreneurship, development of science, new technologies, mobility of students and the faculty staff, promotion of the Spanish culture and language and facilitating networking and knowledge sharing globally.

Five Santander Universidades relationship centres



At the beginning of November last year, Five Relationship Centres were established at selected Polish universities to help us participate directly in the academic life, identify the challenges facing the students and the faculty staff and focus our support most effectively. The centres are located at:

- > Kozminski University in Warsaw
- > Cardinal Stefan Wyszyński University in Warsaw
- > Poznań University of Technology
- > Management Faculty of the Łódź University
- > Wrocław University of Technology.

Each centre consists of a relaxation zone for students, a meeting room and service facilities. The academic community has direct access to bank employees who personally engage in the execution and implementation of many initiatives. During the meetings with university authorities and student associations, many interesting ideas

come up and turn into valuable projects, e.g. a training course in Excel, a stress management workshop and a range of integration projects, e.g. #SantanderUniCup table football tournament.



In the coming years, Bank Zachodni WBK will continue to operate the Santander Universidades programme and provide support to the academic community in Poland, in keeping with the four key priorities based on the experience of the Santander Group: Innovation and Entrepreneurship, Digitalisation, Internationalisation and Increased Employability of Graduates. Through such activities, the bank makes a valuable contribution to the continuous growth of important academic centres in Poland.

Alina Adamowicz

Santander Universidades Development Director

For more information about Santander Universidades click [HERE](#).

Cooperation with the innovation incubator

The promotion of modern and innovative business solutions is one of the key areas of our strategy. In 2016, Bank Zachodni WBK, the INFINI Fund and selected Polish universities signed a letter of intent regarding a pilot project to support innovative R&D projects. The programme is addressed to entrepreneurs, scientists and higher education institutions. We want to support the existing and future customers who carry out research and development projects, including those co-funded by the European Union and offer them comprehensive assistance thanks to collaboration with our external partners.

The project partners include: the Military University of Technology in Warsaw, Wrocław University of Technology, Poznań University of Economics and Białystok University of Technology.



How does it work?

An entrepreneur whose research and development project will require elaboration or more extensive analyses will be able to take advantage, on preferential terms, from advisory services provided by the universities or the INFINI Fund, and in the case of the latter, also apply for financial assistance at the early stage of the project. At the time of the technology implementation,

the bank will offer financing in the form of a dedicated investment loan or a working capital loan to finance current business needs.

Financial education

In Bank Zachodni WBK, we believe that economic education in schools is an investment in the future and that raising the students' level of knowledge and competences in the area of economics and finance can be a way to build conscious civic engagement attitudes.

Finansiaki.pl

88% of Poles agree that it is important to educate children in the area of finance ¹. Unfortunately only one-third do it consciously. Therefore, in 2016 we launched a financial education website called www.finansiaki.pl, which offers support to parents and teachers in the financial education of children aged 3 to 13.



For parents



- > Advice on how to talk to children about finance and how to teach them the right attitude to money.
- > Educational stories for younger children.
- > Infographics and animations for older children.
- > Fun section with quizzes and educational games.

For teachers



- > Materials for teachers from nursery, primary and secondary schools.
- > 17 scripts for lessons on spending and saving money, banking and entrepreneurship.
- > Reviewed and approved by methodologists as consistent with the curriculum of primary and secondary schools.



Finansiaki.pl is the only Polish financial education website addressed to parents and teachers of children from the age of three.



Financial education should ideally began as early as at the age of three. Communicating the basic ideas to children in a simple way is a great challenge, that's why any support for parents and teachers is priceless. There were very few teaching aids available in the past. The website Finansiaki.pl fills the gap perfectly and gives a chance to children of any age to get an insight into the world of finance."

Agata Trzcińska, Ph.D.

A psychologist from the Psychology Department of the Warsaw University and expert in financial education

¹ Source: A survey "Generations on Finance" carried out by 4P Research Mix at the request of Bank Zachodni WBK with the participation of 1,028 Poles aged 16-70 using the computer-assisted web interviews (CAWI) method, October 2016.



BAKCYL – Bankers for Young People’s Financial Education

In 2016, the BZ WBK Foundation entered into cooperation with the Warsaw Banking Institute and joined the project BAKCYL - Bankers for Young People’s Education. This nationwide project aims at increasing the financial knowledge of junior high school students. BAKCYL volunteers who are employees of the participating banks visit schools and run classes in four subjects:

- > Your money
- > Be a wise borrower
- > Clever investment
- > Lifelong financing.

The cycle of four lessons is a compendium of knowledge on finance for young people just beginning their adult life.

In 2016, 17 volunteers from Bank Zachodni WBK delivered 41 classes on the subject of clever and responsible finance management. Our volunteers received an award from the Warsaw Banking Institute for their exceptional activity.

The Way You Drive



Responsible Drivers

Proper driving behaviour is one of important aspects of being a responsible citizen. The Way You Drive Project highlights a major social issue which is dangerous driving and drivers' rage. The tag line of the campaign is "Be a role model to others, observe traffic rules and get home safely". Its main goal is to increase the knowledge of traffic regulations and promote responsible attitudes and behaviours, especially among young drivers. Together with Kuba Germaziak, the project ambassador, we promote:

- good driving etiquette
- correct driving through roundabouts
- the idea of giving first aid.

Our online activities include simple but engaging applications and short video guidelines involving Kuba Giermaziak.

The Way You Drive in numbers



over **54,000**
fans on FB



1.4 million
engaged users



over **18 million**
FB interactions



more than **1 million**
post clicks on FB



21 million
viewings (FB reach)



16 million
viewings (FB posts reach)





More than **1** million
viewings of videos with Kuba
Giermaziak, the project
ambassador



867 likes,
29 comments and 22 shares on
average

The Way You Drive campaign can be followed on [Facebook](#) i [YouTube](#) and on the [website](#).

We educate drivers!



Around the Roundabout – in almost every Polish city there is at least one roundabout which is a nightmare for drivers. Out of more than 2,000 proposals submitted by fans, we selected 10 most difficult roundabouts in Poland. Kuba Giermaziak selected five of them – in Poznań, Malbork, Będzin, Warsaw and Łódź - visited the locations with a film crew and demonstrated how to drive through the roundabouts safely. The last stage of the campaign involved the development of an online game in which the players have to drive through all the roundabouts observing all traffic rules. As many as 30,000 of Internet users accepted the challenge. To watch the videos click [HERE](#).

Save a Life in Four Minutes – experts agree that the first four minutes after an accident are critical for the survival of the accident victims. As part of The Way You Drive project we developed an online game in which the player learns the basic passenger safety rules and goes through a simulation of all first aid stages required in the case of a road accident. Fifteen thousand people have played the game to date. To try out the game click [HERE](#).

CZTERY MINUTY NA WAGĘ ŻYCIA!

Czy wiesz, że przez pierwsze cztery minuty od momentu wypadku możesz uratować czyjeś życie? Przekonaj się o tym dzięki grze Pierwsza Pomoc od Jak Jeździsz! Jak najszybciej przebrnij przez wszystkie etapy ratowania życia poszkodowanego w wypadku samochodowym i wygraj gadżety Jak Jeździsz lub kamerę GoPro 4 Session.

Zobacz kompendium Zagraj!

KOMPENDIUM PIERWSZEJ POMOCY



Pierwsza Pomoc
Pobierz teraz!



Taryfikator Mandatów
Pobierz teraz!

Driver's Toolkit contains the basic set of document templates useful for drivers in almost any situation – from the car purchase or sale agreement to car garage rental agreement. Additionally, the toolkit includes a brief first aid guide written in a simple and comprehensible language and information about traffic fines and penalties. The documents are available [HERE](#). The documents have already been downloaded 8,000 times.

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Promoting equal opportunities

Being one of the biggest institutions in the banking sector in Poland, we actively counteract social exclusion and promote equal opportunities. In our case, this means undertaking efforts to ensure full accessibility of all bank's product and services to customers with disabilities and offering them outstanding customer service standards on the Polish financial market, as well as facilitating social integration of persons with disabilities with the rest of the society.

Barrier-free Service

Our flagship project and one of the pillars of our activity is the Barrier-free Service project the purpose of which is to ensure access to all services and products offered by the bank to customers with various types of disabilities, but also seniors, pregnant women etc.

The programme was launched in 2010. Since then, we have introduced a number of improvements.

Barrier-free Service – full accessibility of products and services

Talking ATMs



Audio induction loop pilot project



Barrier-free branches



Professional service



Barrier-free helpline



Barrier-free website



Appropriate procedures and communication solutions



Mobile banking

Barrier-free service means to us full accessibility of products and services through a number of dedicated solutions such as talking ATMs, the audio induction loop pilot project, barrier-free branches, professional service, barrier-free helpline, barrier-free website, appropriate procedures and communication solutions and mobile banking.

More information about the Barrier-free Service project can be found in the chapter [CUSTOMERS.](#)

Educational projects



Educational and integration fencing events – Passion, Integration and Security

Since 2015, the bank has been working closely with the "Sports, Education and Work Academy for Integration" supporting the organisation of fencing integration events in schools. The bank is a strategic sponsor of the project. The events are held with the participation of paralympic world and European champions in

wheelchair fencing. The demonstrations intended as lessons of tolerance and integration are highly interactive. In addition to lectures, there are videos, games and a lot of physical activity, but also a question and answer session. During the meetings, disabled athletes persuade children not to be afraid to help other people and teach them important words, such as empathy, fair play or integration. They show by their own example that life in a wheelchair can be happy, full of passion, dreams and success and that the wheelchair is only a vehicle which helps them to move around. An important aspect of the meetings is prevention of accidents. The fencers warn children against carelessness and bravado and teach them how to be responsible and avoid risky behaviours in everyday life. In 2016, in addition to the events, the bank's Foundation executed the second prevention campaign targeting children and teenagers, reinforcing the messages communicated during the events. Eight new educational comic books were produced under the common title "Start Thinking". The comic strips – in the form of 2,500 promotional banners – were displayed in Warsaw tube trains for a period of the 2-month outdoor campaign. The purpose of the campaign was to promote safe fun, thoughtful behaviour and avoiding recklessness which can have tragic consequences. The comic strips are funny, but at the same time inspire a lot of thinking. At present, they can be found at the [Foundation's website](#) and in social media.

In 2016, thanks to the support received from the bank, the Foundation organised 197 sports integration events in school all over Poland attended by 20,000 children and young people, including around 1,000 persons with disabilities.



Wheelchair rugby

In partnership with the Barrier-Free Poland Foundation, Bank Zachodni WBK has been sponsoring for three years now the Mazovia Cup wheelchair rugby tournament organised by the Warsaw team called Four Kings. The idea behind the Mazovia Cup was to compete against the best players. The event is the only competition of this rank held in the Mazovia region. In 2016, the event was for the first time attended by all leading international teams which is a proof of the tournament's prestige in Europe. In the competition for the cup, the best Polish team Four Kings Warsaw had to play against the Prague Robots (Czech Republic), Germany Development (Germany), Roosters Helsinki (Finland), Flying Dutchmen (Netherlands) and WRC London (UK).

Wheelchair rugby is a discipline which shows clearly that there are no limits in sport and that even the most difficult situations in life can be overcome. For the bank, supporting disabled athletes is an element of the Barrier-free Service programme. By implementing projects of this kind, we counteract social exclusion and show that what matters to us most is the people, not their impairments. The players from the Warsaw team Four Kings were the main characters of Konrad Kruczkowski's first documentary produced as part of the 'Hello Dad' project, entitled ["Dad drove into the changing room"](#).

More information about the 'Hello Dad' project available at [Support to social initiatives](#).

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Support to social initiatives

Building a civil society, in particular through activation of young people, is a strategic goal of Bank Zachodni WBK's corporate social responsibility activities. We invest in ambitious and creative young people, inspire them, create room for cultural and social development and promote the idea of shared responsibility for the community. Our organisational culture is based on similar values.

Santander Orchestra

We have been supporting valuable social and cultural initiatives for many years. We believe that in this way we contribute to the development of social capital and the creativity and talents of many people.



The originators of the Santander Orchestra project are Bank Zachodni WBK and MyWay Foundation, with the support of Krzysztof Penderecki European Music Centre. This unique project addressed to young talented musicians and music lovers launched in 2015 combines the idea of playing music with training and education in such areas as self-presentation, communication with the media and finance and copyright law and promotes important values such as collaboration, creativity and determination in pursuing goals.

Santander Orchestra 2016 in numbers:



64

young musicians



4

concerts



3,200

persons in the audience



7,000

records on the market



216

hours of recordings

In 2016, sixty four young, talented musicians from all over Poland, working under the direction of outstanding conductors, tutors and music professors who are recognised in Poland and abroad, perfected their skills and prepared for a concert tour. The project ended with two concerts performed – at a special invitation of Ms. Elżbieta Penderecka – during the 20th Ludwig van Beethoven Easter Festival in Luśławice and Warsaw attended altogether by more than 1,600 people.

In October 2016, the Santander Orchestra recorded their first album with the compositions of Frederic Chopin and Antonín Dvořák. The album was released in November, at the time of the Orchestra's concert in the National Philharmonic in Warsaw. The orchestra was accompanied by the piano performance of Krzysztof Książek, participant of the 17th International Frederic Chopin Piano Competition. On the second day after its release, the album won the gold record award. The Santander Orchestra's album was voted the record of the month by the prestigious ResMusica.com magazine. The record is available both in the traditional format on a CD and on the most popular digital music platforms, such as Spotify, Amazon MP3 or Apple Music.



Visit our website:

santanderorchestra.com

www.facebook.com/SantanderOrchestra

BZ WBK Press Photo

The BZ WBK Press Photo competition was held for the twelfth time in 2016. Submissions were received from 348 professional Polish photographers. 156 photographs and 33 photographers were awarded. The participants competed in six categories:

- > Events
- > Everyday life
- > Man
- > Culture and art
- > Sports
- > Nature

The awarded photographs were selected out of the total number of 6,000 submitted photos by a judging panel chaired by Maciej Jeziorek from the Polish Photographers' Agency Forum and composed of Anna Brzezińska-Skarżyńska, Waldemar Kompała, Chris Niedenthal and Agnieszka Rayss.



Photo of the Year

The awarded photograph is part of a photo essay in which Joanna Mrówka shows the dull daily reality of a large family in a small Polish village called Broniszów. Despite difficult living conditions, the family members support each other in the performance of daily duties, help each other at work and have fun together. When the father who works abroad returns home for Christmas, the younger children follow his every step.

This year, the winners are both well-known, recognised photographers and a number of first-time participants.

The Award of Bank Zachodni WBK went to Maciej Gillert for the photographs of the happy Poland's football coach Adam Nawałka after Poland beat Ireland and qualified for the Euro Cup 2016.





The winner of the Honorary Mention of Bank Zachodni WBK is Wojciech Grzędziński, the author of a photo essay showing the participants of the Santander Orchestra cultural and educational project, during their stay in Lusławice.

All awarded photographs were presented at exhibitions in 16 cities of Poland, from April 2016 to January 2017. During each exhibition an additional event was held – a free of charge two-day photography workshop for amateur photographers led by a famous young photographer Karolina Jonderko.

To see all photographs awarded in different editions of the competition click [HERE](#).

You can also watch a video [from the awards gala](#) and [the judging panel's discussion](#).

Hello Dad

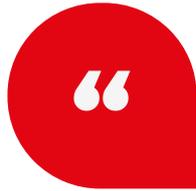
What is it like to be a father in Poland? What is the role of a father in the family? Such questions inspired Konrad Kruczkowski, the author of the "Hello Earth" blog to write a series of highly emotional and touching reportages under the common title 'Hello Dad', supported by the bank since 2016.

'Hello Dad' is a cycle of stories of real people e.g. a father with a disability, a deaf father of deaf children or a man who runs a foster home. It is also an attempt to create a catalogue of men for whom fatherhood is an important, conscious choice. The blogger observes how his characters are doing in this role, accompanies them in their daily reality and documents their fatherhood.

The story called "We Are Deaf" received the Teresa Torańska Award from Newsweek. In 2016, Kruczkowski for the second time received the Blog Forum Gdańsk Award for a Socially Responsible Blogger. The 'Hello Dad' project also received the first award in the Social Campaign 2016 competition, in the category of Corporate Social Responsibility.



The stories accompanied by short videos are published on the author's blog. Through social media, the content reached **2,600,000** people and the videos had more than **500,000 viewings**. The final outcome of the project is the publication of a book.



The project touches on a very sensitive subject. I looked for a partner who would believe in the idea and would understand that it is not only my passion but a work that needs to be done. I don't believe that a feature story can change the world but I think it can change an individual. We describe real people and we must not lose them out of sight. We should not rush either. Bank Zachodni WBK gave me a chance to do this project and I want to make most of it.

Konrad Kruczkowski

The author of the Hello Earth blog

All the stories and films created under the Hello Dad project can be viewed [HERE](#).

Buy from Your Neighbour



An important element of our educational activity is the dissemination of knowledge about economic patriotism, the state budget and public finance. WE want to promote the idea that even the smallest consumer decisions have impact on the budget of both the local administration unit and the entire state. The Buy From Your Neighbour project targets students, teachers, parents, local authorities and local companies from the SME sector. The programme supports local entrepreneurship, enhances social relations and membership of the community and promotes shared responsibility for the quality of life and condition of the municipality. Its integral part is economic education in local schools in the forms of lessons and presentations delivered by volunteers from Bank Zachodni WBK. The students learn how to recognise a Polish product, what are the different kinds of taxes and why they should be paid and how the state budget and local government budget are set up.

Employee volunteering

Employee volunteering includes all kinds of initiatives in which the employees of Bank Zachodni WBK voluntarily engage, devoting their private time and using their skills, in

order to support the activities and projects of non-profit organizations. The bank's employees have taken part in volunteering activities for many years with the support of the [Bank Zachodni WBK Foundation](#)



Last year, more than **660 employees** participated in various volunteering projects of Bank Zachodni WBK. The bank's Foundation donated approximately **PLN 196,000** to **65 different projects**.

The main goals of volunteering projects include the development of employees, broadening the horizons and increasing one's self-esteem. Every volunteer develops the necessary competences and skills, such as, for instance, cooperation and teamwork, leadership or creativity.

Volunteers propose their own ideas for valuable activities and attract additional sponsors and partners. The implemented projects have to respond to the real needs of local communities. In 2016, the bank's volunteers organised, for example:

- > Christmas parties at day care centres
- > charity events
- > collection of food products and school supplies
- > educational and cultural trips for children from orphanages
- > blood donation events and registration of bone marrow donors

- > aid for disadvantaged families and people affected by disasters and accidents.



3,338.6 kg

of food collected for food banks



350

new entries in the DKMS database following the Bone Marrow Donation Day



more than 240

children from disadvantaged families have received school starter kits as part of the "Back To School" campaign



415

children received Christmas gifts under the project called the Santa's Messenger



Four years ago I knew nothing about volunteering. I learned how much it is worth through my own experience. My husband got seriously ill and needed blood of a very rare group. Many people who were absolute strangers opened their hearts to us at the time and donated blood for my husband. My first step towards volunteering was a resolution that I will donate blood on each anniversary of that event, although I have a severe needle phobia. And so I have become an honorary blood donor. Volunteering is for me a way to satisfy my need to help other people and depart from the material world around us. Volunteering brings people together. Being a volunteer I can make a change to the lives of other people. When I share my knowledge or skills with others it makes me feel happy because I strongly believe that good deeds return with greater goodness. My skills and competences can be useful for other people.

Iwona Wojciechowska

Director of Branch no. 1 in Świdnica, Bank Zachodni WBK

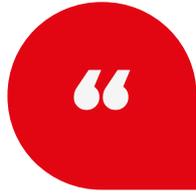




Volunteering is for me a way to tap the huge potential which is in each and every of us. It is a way to share the things we have with other people who need it. I take part in volunteering projects together with Ania Zapłata a colleague who I met during the "Leaders of the Future" development programme. We like to feel that what we do brings tangible effects. Working in a volunteer team with Ania, we generate a synergy effect (2+2 = 5 or even more). When we help other people, we feel we can move mountains. It gives us so much satisfaction that it is hard to describe it in words. Our hearts swell with pride when we see the smiles and happy faces of the children we work with in our volunteer projects. Additionally, each time we learn something new.

Przemysław Miłosz

Premium Advisor, Branch no. 31 in Poznań, Bank Zachodni WBK



Volunteering changes you a lot. It has an impact on what we are like or what we are becoming like. I can see that when I look at my colleagues who joined us once and now want to do it for ever. We are also learning a lot, for instance time management, planning, logistics and effective use of resources. Sometimes we realise that the more we have to do, the better use we make of our time.

Anna Zapłata

Senior Restructuring Specialist



Volunteering is for me an opportunity to acquire new knowledge and skills and, at the same time, share them with other people. Helping other people is a great value in itself. It is a chance to go beyond our job duties. Volunteering gives a lot of strength, positive energy and happiness, because a smile on the face of another person is a source of power and an incentive to continue helping others. I have a real impact on what's going on around me and I am not a passive observer. I can actively counteract local issues and challenges.

Anna Lenkiewicz

Premium Advisor, Branch no. 3 in Zielona Góra, Bank Zachodni WBK

Volunteering Project of the Year – We Award the Best Ones

One of the ways to promote and encourage activities for the benefit of disadvantaged people, the natural environment or local communities is the annual competition "Volunteering Project of the Year" in which all bank's employees can vote for the best project. The winners receive additional funds for their social activities from the Foundation of Bank Zachodni WBK.



The title of the best volunteering project of 2016 went to "Cook with Bank Zachodni WBK" project implemented by the volunteers from Cracow. The goal of the project was to provide support to „My Family" children's home in Pawlikowice near Wieliczka.

Skill-based volunteering

A special type of employee volunteering practices in our bank is skill-based volunteering. Its idea is based on sharing specialist knowledge which our employees are experts at e.g. subjects related to banking and finance, as well as to management of organisations and teams, marketing advertising and many more.

In 2016, the following skill based volunteering activities took place:

- > The Bank Zachodni WBK Foundation, in partnership with the Regional Police Headquarters in Poznań, organised in 2016 a project called "Two Ends of the Net" which tackled the subject of cyber-security in the form of presentations delivered by police experts and volunteers from the bank.
- > 74 volunteers delivered lectures in financial educations.
- > Our volunteers also took part in mentoring activities addressed to students.



In the Northern Macroregion, we deliver lectures at the Gdańsk University and the Copernicus University in Toruń. We tell the students about the bank's transformation, marketing of banking services, the world of bank managers and about personal development while working for the bank. We want to show them that we are not dull bureaucrats browsing through piles of documents but people with a true passion who help customers finance their ventures. It is also a very valuable experience to us. We meet young, clever people and learn how they perceive financial institutions. They often inspire us to introduce changes in recruitment processes and help us understand young employees of the bank better.

Katarzyna Maciorowska
Director of Region 1, Gdańsk

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Mission statement of BZ WBK Foundation



Thinking of the future of our country, we invest in young, ambitious and responsible people. We promote the right social attitudes, encourage activity and create opportunities.

Vision of the BZ WBK Foundation



We are aware of the fact that the building of a civil society is a long-term process which requires a joint effort of many entities. We want to be part of that process by providing extensive support to the young generation.

How do we want to achieve our mission and vision?

- > We encourage participation in activities for the common good, exercising civil rights in a conscious way and facing the challenges of the 21st century.
- > We create opportunities for ambitious and responsible people and create local leaders.
- > We launch projects which help young people develop their passions and interests.
- > We promote young people's creativity and entrepreneurship and support projects which require imagination and courage to implement.
- > We increase the level of economic knowledge of the younger generation.

Major grant programmes of the Foundation:



Bank of Children's Smiles
2016

PLN 589,830

donated to finance the programme
execution

140

organisations received
support



Bank of Ambitious Youth

PLN 831,444

donated to finance the programme
execution

87

organisations received
support

Fundacja Banku Zachodniego WBK

 Grupa Santander



Bank of Children's Smiles

A micro-grant programme for institutions and social organisations working with children from disadvantaged or dysfunctional families. The projects supported by the Foundation teach children social sensitivity, civic engagement, responsibility for oneself, other people and our country and promote positive role models.



Bank of Ambitious Youth

A grant programme for educational institutions and youth organisations which work with ambitious, creative and responsible young people. The Foundation supports initiatives implemented in three basic thematic areas: development and education, economic, social and civic activity, culture, history and national heritage.



The plans of the Foundation of Bank Zachodni WBK for 2017 /2018 provide for the development of its activities in three main directions, including the two flagship grant projects implemented by the bank – The Bank of Ambitious Youth and The Bank of Children’s Smiles and a new project related to the promotion of sports activity among children and teenagers called The Bank of Young Sports Champions. In 2017, we are also planning to carry out the third edition of the Here I live, Here I Change programme, the purpose of which is to release and utilise the social potential of the members of local non-governmental organisations and public institutions engaged in cultural, educational, charity and social activities in local communities. Another dimension of our activities covers the Foundation’s own programmes and programmes executed in partnership with other organisations. The Foundation will continue such projects as the “Two Ends of the Net” implemented jointly with the Regional Police Headquarters in Poznań. The Foundation and the volunteers from Bank Zachodni WBK



will take part in the Bakcyl programme coordinated by the Warsaw Banking Institute for which we received a distinction from the Institute in 2016. Another pillar of our CSR activities is the employee volunteering programme. We want to extend the support offered to our employees who engage in volunteer initiatives by subsidising the most interesting projects. As we have done every year, we will select the volunteering project of the year in a vote of all bank's employees. We are also planning to implement next year a system which will support the volunteers and their activities. Our new system will also support the organisations which are willing to work together with our volunteers. We want to promote the idea of volunteering both on local markets and in the form of centralised activities.

Marzena Atkielska

President of the Bank Zachodni WBK Foundation

Foundation's plans for 2017 /2018

The Foundation of Bank Zachodni WBK is planning to develop its activities in three main areas:

- 1. Grant programmes:** The Bank of Ambitious Youth, The Bank of Children's Smiles and a new initiative related to the promotion of sports among children and young people called The Bank of Young Sports Champions. In 2017, we are planning to launch the next edition of the Here I Live, Here I Change programme.

2. **Foundation's own programmes and programmes implemented in partnership with other organisations.**
For instance, we will continue the "Two Ends of the Net" programme in cooperation with the Regional Police Headquarters in Poznań.
3. **Employee volunteering** – implementation of a system supporting volunteers' activities. Our new system will also provide support to organisations which work with us and with our volunteers.

To learn more about the Foundation's projects click [HERE](#).

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Bank Zachodni WBK S.A. seated in Wrocław at Rynek 9/11, 50-950 Wrocław, registered by the District Court for Wrocław-Fabryczna in Wrocław, 6th Business Division of the National Court Register, under KRS no. 0000008723, NIP: 896 000 56 73, share capital: PLN 992.345.340 paid up in full.



About the report

Bank Zachodni WBK

 Grupa Santander

2016

Corporate Social Responsibility Report



About the report

Our stakeholders expect us to continue publishing CSR reports:



"We should congratulate the bank for their determination. Let the Management Board know that it is worthwhile, that the reports are and will be useful and valuable." – A participant of the stakeholder panel of Bank Zachodni WBK

Main stages of our reporting process

The Corporate Social Responsibility reports of Bank Zachodni WBK are published annually. The previous report issued in 2016 contained the data for the year 2015. This year's report covers the period from 1 January 2016 to 31 December 2016.

In order to identify the information which best reflects the crucial aspects of our corporate social responsibility engagement:

- > we conducted an internal analysis of our practices and their impact on the society, economy and natural environment,
- > **we asked our key stakeholders** about their expectations regarding our actions and disclosures
- > we collected feedback **using questionnaires** distributed to the employees of Bank Zachodni WBK (the online questionnaire was completed by **109 persons**) and our external partners (the online questionnaire was completed by **196 persons**)
- > we organised a **stakeholder panel** in accordance with the AA1000SES stakeholder engagement standard (attended by **30 participants**)

- > the final decisions regarding the materiality of the aspects to be reported were made by the members of the bank's top management. **Board Members and managers (36 persons**, in total) analysed the materiality of the reported topics during the validation workshop devoted to the report structure and disclosed data.

The current report does not include any significant changes in the scope of reporting or the applied measurement methods in comparison with the previous report. It describes the activities of Bank Zachodni WBK and their outcomes.

All reported aspects identified as most important in the process of defining the report content have impact both on our organisation and its objectives, and on the external environment.

Material aspects

Reported aspects considered as priorities in 2016:

	ASPECT	IMPACT ON THE BANK	IMPACT ON THE ENVIRONMENT
1.	Responsible selling and prevention of <u>misselling</u>	✓	✓
2.	Ethical marketing communication and accurate and easy to understand information about products and services provided to customers	✓	✓

3. Customer service quality and customer satisfaction level	✓	✓
4. Security of the services, transactions and customer data	✓	✓
5. Diversity and equal opportunities in the workplace, including equal remuneration of men and women	✓	✓
6. The role of values and ethics in the organisational culture, including building responsible employee attitudes	✓	✓
7. Conformance with the regulations in force	✓	✓
8. Mobile and online banking and the approach to direct contact with customers (branch network)	✓	✓
9. Portfolio of products, including new products and innovations	✓	✓
10. Bank strategy and development directions	✓	✓

Other aspects:

- > Employee education and training

- Preventing corruption
- Supporting customers in a difficult situation
- Economic performance of the bank
- Accessibility of services and the bank's openness to various customers, including persons with disabilities, seniors, etc.
- Benefits for employees and their families
- Education and training for non-employees working for the bank
- Products and initiatives addressed to SMEs
- Rules of selecting suppliers of products and services, taking into account environmental and social criteria and respect for human rights
- Financial education of children, teenagers and adults, including the customers
- Participation in public life
- Employment and job security
- Social engagement and supporting local communities
- Preventing human rights violation
- Occupational health and safety
- Impact on the responsible management of natural resources
- Transparent principles of cooperation with suppliers, including clear communication of the social and environmental selection criteria
- Indirect economic impact and market presence, including the influence on the development of infrastructure, the condition of the economy and the sector and the quality of social life, etc.
- Impact on greenhouse gas emissions, consumption of energy and energy efficiency, transport and its environmental impact.

Acknowledgements

Every year, many people are engaged in the work on our corporate social responsibility report and we take the opportunity to thank them and recognise their effort. Thanks to their active participation we can call our publication a truly social report.



Special thanks go to our external stakeholders who devoted their time to evaluate our last year's report and suggested the topics which we should address.

We are grateful to all those who completed the online questionnaires and wrote about their expectations, both our staff members and external stakeholders.

This year, we also need to express our special thanks for the exceptional commitment to the process of preparing the report to Mr. Marcin Prell, Management Board Member, who represented the bank's Management Board at meetings with the stakeholders and was actively involved in the drafting of the report.

This report would not have been possible without the input and engagement of the employees of Bank Zachodni WBK. We thank all directors of organisational units who helped us identify the most significant topics from the point of view of our

organisation. Our warm thanks go to persons who participated in the consultations of the report content, provided the necessary data required by the Global Reporting Initiative and took part in the independent assurance process, including:

- | | | |
|-----------------|-----------------|-----------------|
| > Banasiak | > Glińska- | > Nachyła |
| > Beata, | > Pytlarz | > Agnieszka, |
| > Berdych | > Agnieszka, | > Niedziółka |
| > Katarzyna, | > Hoppel | > Angelika, |
| > Błażukiewicz | > Michał, | > Okoń Dorota, |
| > Anna, | > Ignaczak | > Osińska |
| > Borkowska | > Ewelina, | > Agnieszka, |
| > Monika, | > Jakubowska | > Rzepliński |
| > Broniarz | > Maria, | > Janusz, |
| > Małgorzata, | > Janiak Maria, | > Rzymska |
| > Ceitel Lidia, | > Kaczmarczyk | > Ewelina, |
| > Czylkowska | > Agata, | > Sokal |
| > Lidia, | > Kaczmarowska | > Andrzej, |
| > Dominiczak | > Olga, | > Stadler |
| > Katarzyna, | > Kamińska | > Dorota, |
| > Dzewulska- | > Justyna, | > Stańczak |
| > Mucha | > Kaźmierczak | > Dariusz, |
| > Aleksandra, | > Bartosz, | > Słaba Dorota, |
| > Filipowska- | > Kędzierski | > Szymańska |
| > Stempin | > Kamil, | > Joanna, |
| > Aneta, | > Konopka | > Taterka |
| > Gajewska | > Magdalena, | > Leszek, |
| > Joanna, | > Krawczuk | > Tomaszewska |
| > Gierasimowicz | > Marcin, | > Małgorzata, |
| > Kamil, | > Krawczyk | > Walaszczyk- |
| | > Elżbieta, | > Szymańska |

> **Marta,** > **Wolf Ewa,** > **Żulewski**
> **Włodarski** > **Woźniczka** **Jakub.**
Maciej, **Małgorzata,**

We also would like to thank all employees of Bank Zachodni WBK who took part in the photo session during which pictures used to illustrate this report were taken. The report you have in front of you is an outcome of our joint effort.

Once again many thanks to all of you.

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Raport z niezależnej usługi atestacyjnej dającej ograniczoną pewność dotyczącą wskaźników przedstawionych w Raporcie Odpowiedzialnego Biznesu Banku Zachodniego WBK S.A. za rok zakończony w dniu 31.12.2016

Do Zarządu Banku Zachodniego WBK S.A..

Ul. Rynek 9/11,

50-950 Wrocław

Zakres zrealizowanych prac

Podjęliśmy się realizacji usługi atestacyjnej dającej ograniczoną pewność dotyczącą wskaźników przedstawionych w **Raporcie Odpowiedzialnego Biznesu Banku Zachodniego WBK S.A. za okres od 1 stycznia 2016 r. do 31 grudnia 2016 r.** (zwanym dalej „Raportem odpowiedzialności”), opracowanym przez Bank Zachodni WBK S.A. („Spółka”) i oznaczonych „Tak” w kolumnie „Weryfikacja” w tabeli „Indeks zawartości GRI” tj. wskaźników profilowych oraz wybranych wskaźników wynikowych: LA1, LA9, LA11, LA12, LA13, LA16, HR3, SO4, SO5, SO8, PR9 (zwane dalej „Wskaźniki podlegające przeglądowi”). Wskaźniki zostały zaraportowane w opcji „Core” zgodnie z Wytocznymi G4 dotyczącymi sporządzania raportów zrównoważonego rozwoju, wydanymi przez Global Reporting Initiative (GRI).

Zakres odpowiedzialności Zarządu Spółki

Zarząd Spółki jest odpowiedzialny za przygotowanie i zaprezentowanie wskaźników przedstawionych w Raporcie odpowiedzialności zgodnie z Wytocznymi GRI dla opcji „Core”, wydanymi przez Global Reporting Initiative. Odpowiedzialność Zarządu Spółki obejmuje ustanowienie i utrzymywanie właściwego systemu zarządzania efektywnością oraz systemu kontroli wewnętrznej, z których pozyskane zostały informacje zamieszczane w Raporcie odpowiedzialności. Zarząd Spółki ponosi również odpowiedzialność za wiarygodność, prawidłowość i rzetelność informacji oraz za prawidłowe przygotowanie dostarczonej nam dokumentacji.

Nasza niezależność i kontrola jakości

Podczas realizacji usługi przestrzegaliśmy postanowień Kodeksu Etyki Zawodowych Księgowych wydanego przez Radę Międzynarodowych Standardów Etycznych dla Księgowych, który zawiera wymogi w zakresie niezależności oraz inne wymogi, których podstawę stanowią uczciwość, obiektywizm, kompetencje zawodowe i należyta staranność, poufność oraz profesjonalne postępowanie.

Zgodnie z Międzynarodowym Standardem Kontroli Jakości 1, opublikowanym przez Międzynarodową Federację Księgowych IFAC, Deloitte utrzymuje kompleksowy system kontroli jakości obejmujący udokumentowane polityki i procedury dotyczące zapewniania zgodności z wymogami etycznymi, standardami zawodowymi oraz znajdującymi zastosowanie wymogami prawnymi i regulacyjnymi.

Zakres naszej odpowiedzialności

Naszym zadaniem było sformułowanie wniosku o ograniczonej pewności dotyczącego Wskaźników podlegających przeglądowi zawartych w indeksie GRI przedstawionych w Raporcie odpowiedzialności, na podstawie procedur, które przeprowadziliśmy oraz dowodów, które uzyskaliśmy. Usługę atestacyjną dającą ograniczoną pewność wykonaliśmy zgodnie z Międzynarodowymi Standardami Usług Atestacyjnych 3000 (wersja poprawiona): Usługi atestacyjne inne niż audyt lub przeglądy historycznych informacji finansowych, opublikowanym przez Radę Międzynarodowych Standardów Rewizji Finansowej i Usług Atestacyjnych. Standard ten wymaga zaplanowania i przeprowadzenia działań w celu uzyskania ograniczonej pewności, że wskaźniki przedstawione w Raporcie odpowiedzialności są wolne od istotnych błędów. Procedury, które wykonaliśmy opierały się na naszym zawodowym osądzie, obejmowały wywiady, obserwacje realizowanych procesów, badanie dokumentów, procedury analityczne, oceny stosowności metod obliczeniowych oraz zasad sprawozdawczości, a także dokonywanie uzgodnień z kluczową dokumentacją. Usługę atestacyjną dającą ograniczoną pewność cechuje istotnie ograniczony zakres w porównaniu z usługą atestacyjną dającą uzasadnioną pewność zarówno w odniesieniu do procedur oceny ryzyka, obejmujących zrozumienie kontroli wewnętrznej, jak i procedur przeprowadzonych w odpowiedzi na ocenione ryzyka.

W celu sformułowania naszego wniosku na temat wskaźników zawartych w indeksie GRI przedstawionych w Raporcie odpowiedzialności w okresie od 12 lipca 2017 do 3 sierpnia 2017 przeprowadziliśmy następujące procedury:

- W drodze wywiadów, uzyskaliśmy wiedzę na temat środowiska kontroli i systemów informacyjnych Banku Zachodniego WBK S.A. istotnych dla zaraportowania wskaźników będących przedmiotem przeglądu, lecz nie dokonaliśmy oceny sposobu zaprojektowania poszczególnych czynności kontrolnych, nie uzyskaliśmy dowodów ich wdrożenia ani nie przeprowadziliśmy testów ich skuteczności.
- Uzyskaliśmy zrozumienie – poprzez wywiady, procedury analityczne, obserwacje i inne znajdujące zastosowanie procedury gromadzenia dowodów oparte na badaniu próby – w zakresie istotnych struktur, systemów, procesów, procedur i mechanizmów kontrolnych dotyczących porównywania, agregowania, potwierdzania i raportowania danych na potrzeby wskaźników, będących przedmiotem przeglądu.
- Oceniliśmy czy metody zastosowane przez Bank Zachodni WBK S.A. do celów związanych z opracowywaniem oszacowań są odpowiednie i zostały konsekwentnie zastosowane. Nasze procedury nie obejmowały przeprowadzania testów dotyczących danych, na których opierały się powyższe oszacowania ani odrębnego dokonywania własnych oszacowań służących ocenie szacunków Banku Zachodniego WBK S.A.
- Porównaliśmy informacje zawarte w Raporcie odpowiedzialności z wewnętrzną dokumentacją Spółki.
- Odbiliśmy wizyty na miejscu w celu dokonania oceny kompletności wskaźników będących przedmiotem przeglądu, metod gromadzenia danych, danych źródłowych i stosownych założeń dotyczących wskaźników.

Ograniczenia

Procedury przeprowadzone w ramach usługi atestacyjnej dającej ograniczoną pewność różnią się w swojej naturze i są ograniczone pod względem zakresu w porównaniu z przeglądem dającym uzasadnioną pewność. W związku z powyższym poziom pewności uzyskany w ramach przeglądu dającego ograniczoną pewność jest znacząco niższy od poziomu pewności, który mógłby zostać uzyskany w wyniku wykonania usługi atestacyjnej dającej uzasadnioną pewność.

Nasza usługa atestacyjna dająca ograniczoną pewność została ograniczona do Wskaźników podlegających przeglądowi przedstawionych w Raporcie odpowiedzialności i nie odnosiła się do pozostałych informacji ujętych w tym raporcie ani też do tego raportu rozumianego, jako całość. W związku z powyższym nasz wniosek przedstawiony poniżej dotyczy wyłącznie tych wskaźników, nie zaś wszystkich przedstawionych danych czy innych informacji zawartych w Raporcie odpowiedzialności.

Sposób, jaki przyjęła Spółka dla określenia, zgromadzenia i zaraportowania danych dotyczących jej wyników pozafinansowych nie podlega formalnym procesom przyjętym dla celów sprawozdawczości finansowej. Dlatego też dane o tym charakterze mogą różnić się pod względem definicji, metodyk ich gromadzenia i raportowania, przy braku spójnego, zaakceptowanego standardu. Może to skutkować brakiem porównywalności informacji pomiędzy organizacjami, a także w ramach Spółki w poszczególnych latach, gdyż stosowane metody mogą ulegać zmianom. Dokładność i kompletność informacji ujawnionych w Raporcie odpowiedzialności podlegają ograniczeniom wynikającym z ich charakteru i metod stosowanych w celu określenia, obliczenia i szacowania takich informacji.

Wniosek

Na podstawie przeprowadzonych prac uzyskaliśmy ograniczoną pewność, że informacje dotyczące Wskaźników podlegających przeglądowi, przedstawione w Raporcie odpowiedzialności opracowanym przez Bank Zachodni WBK S.A. nie są niezgodne z Wytycznymi Global Reporting Initiative dla opcji „Core”, wydanymi przez Global Reporting Initiative, a naszej uwagi nie zwróciły żadne kwestie, które mogłyby spowodować uznanie, że Wskaźniki podlegające przeglądowi, przedstawione w Raporcie odpowiedzialności, zawierają istotne błędy.



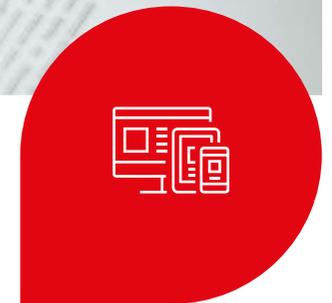
Deloitte Advisory Sp. z o.o.
Warszawa, 03.08.2017

Bank Zachodni WBK

 **Grupa Santander**

2016

Corporate Social Responsibility Report



GRI G4 Content Index

General Standard Disclosures

Indicator	Disclosure	CORE level requirement	Reporting	Review
Strategy and analysis				
G4-1	Statement from the most senior decision-maker of the organization. (e.g. CEO, Management Board President or a holder of another equivalent position) on the significance of sustainable development for the organisation and its strategy.	YES	✓	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
Organisational profile				
G4-3	Name of the organization.	YES	✓	YES
G4-4	Primary brands, products, and/or services.	YES	✓	YES
G4-5	Location of organization's headquarters	YES	✓	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-6	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	YES	✓	YES
G4-7	Nature of ownership and legal form	YES	✓	YES
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	YES	✓	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-9	Scale of the reporting organization	YES	✓	YES
G4-10	Total number of employees by employment type, gender and region	YES	✓	YES
G4-11	Percentage of employees covered by collective bargaining agreements.	YES	The bank is not a party to collective agreements.	YES
G4-12	Description of the organisation's supply chain	YES	✓	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-13	Report any significant changes during the reporting period regarding the organisation's size, structure, or ownership of its supply chain	YES	No significant changes	YES
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation	YES	✓	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	YES	✓	YES
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	YES	✓	YES

Identified material aspects and boundaries

Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-17	List of all entities included in the organisation's consolidated financial statements or equivalent documents.	YES	✓	YES
G4-18	The process for defining the report content and the aspect boundaries	YES	✓	YES
G4-19	List all the material aspects identified in the process for defining report content	YES	✓	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-20	Materiality of the identified aspects of social and environmental impact for entities within the organisation	YES	✓	YES
G4-21	Any specific limitations on the scope or boundary of the report in respect of material environmental and social impacts	YES	✓	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-22	The effect of any restatements of information provided in previous reports, and the reasons for such restatements. (e.g. mergers, acquisition, change of the accounting year/ period, core business or measurement methods)	YES	No restatements, except for the data on energy consumption in 2015 (adjustment to the data presented in the report for 2015 due to a change in the approach to calculation of the data)	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
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G4-23	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	YES	✓	YES
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Stakeholder engagement

G4-24	List of stakeholder groups engaged by the organization	YES	✓	YES
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G4-25	Basis for identification and selection of stakeholders with whom to engage	YES	✓	YES
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Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	YES	✓	YES
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	YES	✓	YES

Report profile

Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-28	Reporting period (e.g. fiscal/calendar year) for information provided	YES	✓	YES
G4-29	Date of most recent previous report (if any)	YES	✓	YES
G4-30	Reporting cycle (annual, biennial, etc.)	YES	✓	YES
G4-31	Contact point for questions regarding the report or its contents	YES	✓	YES
G4-32	GRI Index	YES	✓	YES

Indicator	Disclosure	CORE level requirement	Reporting	Review
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G4-33	<p>Report the organisation’s policy and current practice with regard to seeking external assurance for the report. If the information is not included in an independent assurance report, describe the scope and basis of assurance and the relationship between the organisation and the assurance providers</p>	YES	✓	YES
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Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-34	Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	YES	✓	YES
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics.	NO	✓	NO

Indicator	Disclosure	CORE level requirement	Reporting	Review
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G4-39	Indicate whether the Chair of the highest governance body is also an executive officer (if so, what is his/her scope of responsibility with justification of such a structure)	NO	✓	NO
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Ethics and integrity

G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	YES	✓	YES
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Indicator	Disclosure	CORE level requirement	Reporting	Review
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organizational integrity	NO	✓	NO
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organizational integrity	NO	✓	NO

Specific Standard Disclosures

Indicator	Disclosure	Reporting	Review
Aspect: Bank's strategy and development directions			
G4-DMA	DMA: Strategy and development directions	✓	NO
Aspect: Economic performance			
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	✓	NO

Indicator	Disclosure	Reporting	Review
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Aspect: Indirect economic impact and market presence, including impact on the development of infrastructure, condition of the economy and sector, the quality of social life, etc.

G4-EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	✓	NO
G4-EC8	Significant indirect economic impact, including the impact scale	✓	NO

Aspects: Impact on the responsible use of natural resources. Impact on greenhouse gas emissions, energy consumption and energy efficiency. Transport and its environmental impact.

Indicator	Disclosure	Reporting	Review
G4-DMA	DMA: Environmental impact	✓	NO
G4-EN1	Materials used by weight or volume	✓	NO
G4-EN3	Direct and indirect consumption of energy within the organisation	✓	NO
G4-EN15	Direct greenhouse gas emissions by weight	✓	NO
G4-EN16	Indirect greenhouse gas emissions by weight	✓	NO

Indicator	Disclosure	Reporting	Review
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	✓	NO

Aspect: Employment and job security

G4-LA1	Total number and rate of new employee hires during the reporting period, by age group, gender and region	✓	YES
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Aspect: Benefits for employees and their families

Indicator	Disclosure	Reporting	Review
G4-DMA	DMA: Benefits form employees and their families	✓	NO
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	✓	NO

Aspect: Health and safety in the workplace

G4-DMA	DMA: Occupational health and safety	✓	NO
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Indicator	Disclosure	Reporting	Review
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	✓	NO

Aspect: Employee education and training

G4-DMA	DMA: Employee education and training	✓	NO
G4-LA9	Average hours of training per year per employee by gender, and by employee category	✓	YES

Indicator	Disclosure	Reporting	Review
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	✓	NO
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender	✓	YES
Aspect: Education and training of non-employees who work for the bank			
G4-DMA	DMA: Education and training of non-employees who work for the bank	✓	NO

Indicator	Disclosure	Reporting	Review
Aspects: Diversity and equal opportunity, including equal remuneration for women and men Preventing violation of human rights in the workplace			
G4-DMA	DMA: Equal opportunity at work - Diversity management policy	✓	NO
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	✓	YES

Indicator	Disclosure	Reporting	Review
G4-LA13	Ratio of the basic salary and remuneration of women to men for each employee category	✓	YES
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	One report. The conducted investigation has not confirmed the validity of the claims.	YES

Aspect: Role of values and ethics in the organisational culture, including building responsible employee attitudes

Indicator	Disclosure	Reporting	Review
G4-DMA	DMA: Role of values and ethics in the organisational culture, including building responsible employee attitudes	✓	NO
Custom indicator	List of key activities and initiatives undertaken during the year by the bank to raise the employees' knowledge about ethics and the bank's organisational culture.	✓	NO
G4-LA16	Number of grievances about labour practices filed and resolved through formal grievance mechanisms.	36 grievances were reported. All of them were investigated and resolved.	YES

Indicator	Disclosure	Reporting	Review
Aspect: Responsible selling and prevention of check the glossary >			
G4-DMA	DMA: Responsible selling and prevention of check the glossary >	✓	NO
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	✓	YES
Aspect: Anti-corruption			
G4-DMA	DMA: Anti-corruption	✓	NO

Indicator	Disclosure	Reporting	Review
G4-SO4	Communication and training on anti-corruption policies and procedures	✓	YES
G4-SO5	Confirmed incidents of corruption and actions taken	None	YES
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	None	YES

Aspect: Public policy

G4-DMA	Aspect: Public policy	✓	YES
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Indicator	Disclosure	Reporting	Review
G4-SO6	Total value of political contributions by country and recipient/beneficiary	✓	NO
<p>Aspects: Transparent terms of cooperation with suppliers, including easy to understand information about the social and environmental selection criteria</p> <p>Selection rules for suppliers of products and services, including environmental and social criteria and respecting human right</p>			
G4-DMA	DMA: Selection of suppliers and terms of cooperation	✓	NO
Custom indicator	Number of procurement processes executed during the year by the Procurement Office	✓	NO

Indicator	Disclosure	Reporting	Review
Custom indicator	Number of companies which completed <u>check the glossary</u> > questionnaires as part of the procurement processes	✓	NO
G4-EN32	Percentage of new suppliers that were screened for environmental practices	✓	NO
G4-LA14	Percentage of new suppliers that were screened for labour practices	✓	NO
G4-HR10	Percentage of new suppliers that were screened for respecting with human rights	✓	NO

Indicator	Disclosure	Reporting	Review
<p>Aspects: Ethical marketing communication and accurate and easy to understand information about products and services for customers. Conformance with the regulations, including products and services.</p>			
G4-DMA	DMA: Service accessibility and the bank's openness to various customers, including persons with disabilities, seniors, etc.	✓	NO
G4-DMA	DMA: Conformance with the regulations, including products and services	✓	NO

Indicator	Disclosure	Reporting	Review
G4-PR3	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	None	NO
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	None	NO

Indicator	Disclosure	Reporting	Review
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	None	NO

Aspect: Product portfolio, including new products and innovations

G4-DMA	DMA: Product portfolio, including new products and innovations	✓	NO
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Aspect: Products and projects for [check the glossary >](#)

Indicator	Disclosure	Reporting	Review
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G4-DMA	DMA: Initiatives for <u>check the glossary ></u>	✓	NO
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Aspect: Service accessibility and the bank's openness to various customers, including persons with disabilities, seniors, etc.

G4-DMA	DMA: Service accessibility and the bank's openness to various customers, including persons with disabilities, seniors, etc.	✓	NO
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G4-FS13	Access points in low-populated or economically disadvantaged areas	✓	NO
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Indicator	Disclosure	Reporting	Review
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G4-FS14	Initiatives to improve access to financial services for disadvantaged people.	✓	NO
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KAAspect: Mobile and online banking and approach to the direct contact with customers (branch network)

G4-DMA	DMA: Mobile and online banking and approach to the direct contact with customers (branch network)	✓	NO
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Custom indicator	Number of remote customers using mobile banking	✓	NO
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Indicator	Disclosure	Reporting	Review
Custom indicator	Number of transactions in remote channels	✓	NO
Custom indicator	Number of the bank's outlets in Poland, including branches operated directly by the bank and partner outlets.	✓	NO

Aspect: Customer service quality and satisfaction

G4-DMA	DMA: Customer service quality and satisfaction	✓	NO
G4-PR5	Results of surveys measuring customer satisfaction.	✓	YES

Indicator	Disclosure	Reporting	Review
Aspect: Security of services , transactions and customer data			
G4-DMA	DMA: : Security of services , transactions and customer data	✓	NO
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	4 cases	NO
Aspect: Support to customers in difficult situations			
G4-DMA	DMA: Support to customers in difficult situations	✓	NO

Indicator	Disclosure	Reporting	Review
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Custom indicator	Number of customers invited during the year to take part in the assessment of the bank's quality of service and advice provided to customers in difficult situations (customer survey).	3,500 customers	NO
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Aspects: Financial education of children, teenagers and adults, including customers. Social engagement and support to local communities.

G4-DMA	DMA: Financial education and social engagement	✓	NO
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Indicator	Disclosure	Reporting	Review
Custom indicator	Number of beneficiaries of social projects and initiatives in the area of education originated and/or supported by the bank or the BZ WBK Foundation during the year	✓	NO

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Bank Zachodni WBK

 Grupa Santander

2016

Corporate Social Responsibility Report



Contact

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Bank Zachodni WBK

 Grupa Santander

2016

Corporate Social Responsibility Report



Glossary

A

AA1000

International corporate social responsibility standard in Poland.
A tool for the management of relationships with stakeholders

Assessment Center

Multi-dimensional assessment of participant competences by a team of objective and qualified assessors

B

BREEAM

Building Research Establishment's Environmental Assessment Method System developed for office, industrial and commercial buildings. The BREEAM certificate is awarded by a licensed assessor who works closely with the project team

BZWBK 24 mobile

The mobile banking platform of Bank Zachodni WBK

BZWBK24 internet

The online banking platform of Bank Zachodni WBK

C

CIT

Corporate Income Tax – an tax charged directly on the income generated by business entities

Contact Centre

Contact Centre/Multichannel Communication Centre for contacts with customers

CRM

Customer Relationship Management

CORPO

A corporate customer

CSR

Corporate Social Responsibility

D

Dialogue session

A meeting attended by the company's external stakeholders and facilitated by an independent moderator. During the dialogue session stakeholders talk about their expectations and opinions

about regarding the company's services. Dialogue sessions should be carried out according to the AA1000 standard

E

e-learning

Online training using computers

EMV

Europay MasterCard Visa

Equator Principles

International project on social and environmental risks with the participation of financial institutions

F

FB

Facebook

Feedback

Return information

FOB

Responsible Business Forum

G

GCB

Global Corporate Banking (formerly known as Global Banking & Markets)

Green Energy

The energy generated from renewable sources, such as solar radiation, wind or water

GRI

Global Reporting Initiative

I

iBiznes24

An advanced electronic banking service which allows for effective and safe management of the company's finance. The service was developed specifically for large enterprises and corporations

J

Jessica

Joint European Support for Sustainable Investment in City Area

K

KNF

Polish Financial Supervision Authority

L

LEED

Leadership in Energy and Environmental Design

LIBOR

(ang. LIBOR – London Interbank Offered Rate)

M

MDM

Home for the Young

Misselling

Irresponsible and unethical selling of financial products

Mystery Shopper

Person employed by the firm to provide feedback on the interaction with its employees

N

NBP

National Bank of Poland

O

OBB

Barrier-Free Service

OHS

Occupational Health and Safety

R

RESPECT Index

Index of socially responsible companies listed on WSE

S

SME

Small and Medium Size Enterprises

Spread

Difference between FX sell and buy ratios

Stakeholders

Parties which have influence on the organisation or under the organisation's influence

T

Trade finance

The service of financing foreign trade transactions

Trade Finance module

A module of the iBiznes24 electronic banking platform which supports the management of transactions with foreign and domestic counterparties and gives a complete overview of transactions processed, including the negotiation of draft documents or generation of reports

U

UN Global Compact

United Nations initiative for corporate social responsibility and sustainable development

W

Work-life balance

The balance between the employee's professional and private life

Z

ZBP

Polish Bank Association

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