

3. Societal & Workforce Progress



3. Societal & Workforce Progress

We are striving to be a positive influence on society and to make a positive economic contribution, improving the lives of people and their communities and helping to build a brighter and fairer future.

The following section contains details of our efforts, and on our customer-first focus, and the importance of placing our colleagues at the centre of everything we do.



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Our Awards:

IoB Future of Finance Award

Category: ESG

Chambers Ireland Sustainable Business Impact Awards

Category: Communication – Large Indigenous Company

GradIreland

Category: Most Popular Recruiter in Banking, Investment and Financial Services

Irish HR Champion Awards

Category: Champion Leadership

ESG Measures:

€6bn

2026

Cumulative new lending to First Time Buyers

On-Going

2030

Support for sustainable communities and local initiatives

Societal & Workforce Progress

Societal and Economic Progress

Financing Transition

We are striving to be a positive influence on society and make a positive economic contribution, improving the lives of people and their communities and helping to build a brighter and fairer future. AIB seeks to be a driving force for the sustainability agenda in Ireland. In that regard, our primary role is to enable our customers and the communities in which we operate to make the transition to a low-emissions economy. As a group of financial companies, AIB Group has the reach and is developing the products to facilitate wide-scale change. We can offer cheaper financing for individuals to choose a lower-emissions lifestyle – be it a new or upgraded home, electric vehicle or sustainable investments – and for businesses to find efficiencies in their operations while lowering their carbon footprint. We also work across Ireland, the United Kingdom and further afield to fund large-scale projects with economic, environmental and social benefits.

That's why our product creation, pricing and range are key.

When we review our products and propositions, we consider the needs of our customers first and foremost, while also assessing the competitive landscape and, importantly, keeping an eye on potential future trends and headwinds.

As a prominent provider of mortgages, we are especially attuned to the challenges facing the housing sector and the future needs it must provide for. We aim to fund appropriate housing developments, including vital social housing development, while equally offering a wide range of mortgage products and services to suit a variety of customer needs, responsibly taking into account Central Bank interest rate movements.

The revised Macroprudential Measures announced by the Central Bank of Ireland in October 2022 were implemented with effect from January 2023 and were supportive of the growth in the First Time Buyer mortgage segment in 2023.

We aim to meet our customers' needs at every life-stage, with a focus on financial planning and security, including savings and investment, pensions and protection. There is an onus on us to ensure the financial wellbeing of our customers – now and into the future. As such, we have made significant strides in recent years, broadening our product offering in order to reach a variety of customers and, importantly, creating general awareness around the importance of planning for a sustainable future.

A Balanced Approach to Interest Rates

Among the key challenges faced by governments, businesses and households during 2023, inflation was front and centre, with the result that the ECB and Bank of England (BoE) tightened monetary policy. In an environment of rising interest rates, AIB was focused on delivering product pricing on both sides of the balance sheet in a measured manner, while monitoring customers' loan repayment capacity.

Throughout 2023, we increased mortgage interest rates across AIB, EBS and Haven in response to ECB rate rises, while ensuring that our Green Mortgages continued to offer lower rates. In parallel, we also increased interest rates across a range of deposit and savings offerings for both AIB and EBS, leading the way in ROI for offering more favourable savings options with our first increase in June, followed by a further increase in August.



Material Topic: Housing

Supporting Housing

AIB Group plays a role throughout the housing value chain, including providing finance for housing development and supplying mortgages. We do this through three entities in ROI – AIB, EBS and Haven – and through AIB in the UK. In 2023, AIB Group held a 33% share of the mortgage market in ROI, giving thousands of individuals, couples and families keys to their new home.

Whether it's a first home, a move to downsize or a doer-upper, buying a home at any stage is exciting, but can also be very daunting. Be it an EBS Mortgage Advisor or an AIB Homes Advisor, support is available online, over the phone, in a branch – or at an event. EBS hosted two Virtual Home Truths events online in 2023, bringing together experts from interior designers to surveyors for a conversation about the home-buying journey; AIB sponsored the popular RTE "Home of the Year" television show, hosting a live viewing of the final in Dublin complemented by a Q&A with the show's judges; and, in April, our Homes Advisors in Belfast hosted the in-person Your Home event for first-time buyers.

While housing provision remained challenged in 2023, AIB continued to support residential property development throughout the year, providing total facilities of €1.34bn, supporting the development of 9,300 new homes.

Social housing provision is an important element in the fabric of society. In 2020, we launched a €300m Social Housing Fund, aiming for full allocation by the end of 2024. Just the following year, in 2021, we added another €500m to this fund, aiming to allocate a total of €800m in the same timeframe.

The purpose of this fund is to support government initiatives to provide subsidised housing for those on lower incomes. To date, we have allocated €548m, funding the development of c. 3,500 homes. We have also taken a leadership role in supporting projects targeting both affordable homes for purchase and affordable cost rental schemes for renters. Our support of social housing also incorporated AIB's sponsorship of the annual conference of the Irish Council for Social Housing.

We support the national housing agenda directly through various governmental initiatives, including: the First Home Scheme (FHS), launched in 2022, which is expected to support 8,000 people to purchase new-build homes over five years; the Local Authority Affordable Purchase Scheme (LAAPS) supporting people in allocated Local Authority areas to buy new-build homes at a discounted price, for which 15 Local Authorities have signed priority agreements with AIB; and the Croí Cónaithe (Townns) Fund, which is a €50m fund to support people to live in towns and villages via the Vacant Property Refurbishment Grant and the Ready to Build Scheme. The number of homes delivered with AIB support under the First Home Scheme continued to grow in 2023 and significantly surpassed the 2022 figure.

For information on how AIB supports the construction of greener homes, see page 25.

Social housing funding allocated to date

€548m

Societal & Workforce Progress

Societal and Economic Progress Case Study

Case Study:

Supporting Circle Voluntary Housing Association

In 2023, AIB provided funding to Circle Voluntary Housing Association for the development of 47 new homes in Dublin city centre.

With completion due in April, the tenants will experience Circle's community ethos which focuses on integrating tenants and involving them in all aspects of living in the area.

The Circle Voluntary Housing Association is a leading provider of social and affordable housing in Ireland as a Tier 3 Approved Housing Body. Established in 2003, Circle currently owns and manages more than 1,700 properties for social housing tenants throughout ROI.

Circle's vision is to make a real difference by delivering quality homes and innovative integrated housing solutions to individuals and families. It works together with local authorities, state agencies, developers and funders to deliver new-build social and affordable housing solutions. It runs a Tenant Induction process for all new tenants and then works closely with the local, statutory and community agencies to ensure they are provided with services where this is needed. It also maintains an active housing management presence by establishing tenants forums and clean-up days involving the tenants.

In July 2022, AIB provided €15.9m to fund the development of A-rated homes, built to Net Zero Energy Building (NZE) standards, in an area of Dublin undergoing regeneration. Upon completion of the build, AIB will refinance for a 30-year term.

This was Circle's first project as a developer; however, its management team has development experience and the project was straightforward in nature. From an AIB perspective, this proposal provided a great opportunity to support an existing AIB customer and one of Ireland's largest approved housing bodies.

Upon completion in April, the development on Railway Street in Dublin 1, will provide 47 units in one single block, comprising: 10 one-bedroom apartments (21% of total); 27 two-bedroom apartments (57%); 5 three-bedroom apartments (11%); 5 three-bedroom duplexes (11%).

The building is surrounded by a communal area, including a playground, as well as 21 car spaces and 52 bicycle spaces. The site is also in close proximity to a wide variety of transport, including bus and DART services, and is a 10-minute walk to Connolly Station, which offers accessibility to the rest of the country.

Funding the development of

47

new A-rated homes in Dublin city centre.



Image opposite is of Zita Zigmantaviene, a tenant of Circle Voluntary Housing Association at her home in Durlavin, Co. Wicklow.

Societal & Workforce Progress

Supporting Customers

Material Topic: Customer
Banking Experience

Customer First

Customers are at the heart of what we do. We aim to continually adapt our service and product offering to meet the needs of our customers, throughout their life-stages, at all times being fair and consistently delivering the best value we can offer. When designing new products and propositions, we also factor in regulatory requirements and ensure we are compliant.

Every day, our 10,049¹ employees support our customers across Ireland with their daily banking needs – be this in person (in branch or business centres), via our mobile apps, online or over the phone. While this has remained consistently the case, in 2023, we put a renewed, sharpened focus on our customer service, commencing a multi-year Customer First Recharge Programme aiming to reinvigorate our customer-centricity.

For many, banking has become something that is touch-of-a-button, and expectations have risen over the years in this regard. While AIB has aimed to lead the way in technology-enabled banking in Ireland, we know there is more we need to do. We are simplifying our processes both internally and externally, utilising digitalisation where appropriate, aiming for speed and accuracy, seamlessly and appropriately – and safely.

While Customer First has been and will continue to be the centre of our strategy, we know we can always do better. And while we may be subject to external factors, such as a shift in the banking landscape in Ireland, we are determined to rise to the challenge. We're continuously looking for feedback in order to improve our customer experience, ultimately aiming to make every journey with an AIB Group company worthwhile and enjoyable.

We don't always get it right, but when we make mistakes, we aim to correct any wrongs quickly and fairly for our customers, working with our regulators and ensuring the right outcome.

To ensure best practices are adopted and maintained, and that our customers experience the best outcomes, relevant policies and frameworks are in place, which are subject to regular review. The Group Conduct Risk Framework, the Group Conduct Risk policy and our Code of Conduct set out roles and responsibilities in this regard across our Three Lines of Defence (3LOD) approach. See aib.ie/sustainability for more details.

Customer Experience

Like many services around the world, our support services were put under enormous pressure by the pandemic. Add to that an increased level of sophisticated fraud activity and the impact of the Ulster Bank and KBC exits, our frontline teams have worked hard to bring about an improved customer experience in 2023.

We monitor AIB's customer experience via our Voice of the Customer programme, using Net Promoter Scores (NPS) to measure satisfaction. We do this across 20 transactional journeys and two relationship journeys in Ireland (AIB and EBS), along with seven transactional journeys for AIB in NI. Customers are asked "how likely is it that you would recommend AIB to a friend or colleague?"

and their collective scores help us to understand whether our customers are having a positive or negative experience and, ultimately, if they are promoters or detractors of AIB.

Supporting Customers over the Phone

On the phonelines, for the c. 4.5 million calls we received in 2023, the Average Speed to Answer continued to trend positively in 2023 with a c. 85% reduction compared to 2022, down to an impressive 34 seconds in the last quarter. The improved performance has supported a c. 50% reduction in the number of overall complaints in 2023 vs 2022. Complaints relating to queue or hold times have reduced by c. 99% since the peak in April 2022. All of this supported sustained improvement in ROI Transactional NPS, improving from +39 in 2022 to +45 in 2023.

+45 NPS in 2023

Improved from +39 in 2022

In 2023, we invested in Artificial Intelligence (AI) that will enable accessibility and improve services, launching Speech Analytics in our contact centre. Speech Analytics helps us analyse our calls to extract valuable insights into customer needs and preferences, and ultimately improve our service. We also expanded our current telephone crisis message so that, in the event of an operational issue, a message can quickly be sent across phonelines to advise customers that there is an issue. This saves our customer's time and ensures they are informed appropriately.

2023 also marked the 10th anniversary of our Direct Business team, supporting business customers over the phone, which has grown from a team of just 39 based in Airside, Swords, in 2013 to 157 people across seven locations.

c. 99%

reduction in queue and hold time complaints since April 2022



Alena Rodová, Blooming Boutique

1. Employee data excludes Payzone and Goodbody. Information is collected on employees through our internal HR systems.

Societal & Workforce Progress

Supporting Customers continued

Customer-Centric Products

Across AIB Group, we want our products and services to be personal, affordable, relevant and accessible. We use tools and insights to clearly identify customer needs and suitability, taking into consideration that we are treating our customers fairly, complying with all relevant regulatory requirements, supporting customers in vulnerable circumstances, providing sustainable products and ensuring a good customer experience.

When considering new products, we also consider their delivery and the end-to-end customer experience. We review and improve both internal and external processes on an ongoing basis to increase accessibility and convenience. In recent years, there has been a particular focus on improving digital journeys.

In 2023, our Customer Credit Transformation Programme (CCTP) was in full swing. One of the programme's most prominent achievements was the launch of the new AIB Business (iBB) app for business customers in ROI and Northern Ireland (NI). This is a 'designed for business' banking mobile app that allows customers to view, export and share bank account balance and transaction information as well as make and authorise most of their payments without the need for a dedicated separate security device. Customer feedback about the new app has been positive.

We have and will continue to enhance the new app and drive further adoption with further releases of functionality that our business customers are seeking, including the ability for customers to view more information online and do more digitally with AIB, thus reducing the need for paper.

Internally, our teams were busy improving decision-making and analytics tools throughout the Group in 2023, making customer journeys smoother and faster, including the launch of FRED – Full Related Exposure Defined – a tool that provides a fully integrated 360° view of a customer's exposure across the Group, and the introduction of OneView Onboarding in Capital Markets and Treasury, which consolidates customer information.

AIB is investing significantly in transforming the way we lend money to businesses over the next three years. We're implementing new technology that will make it easier for our teams to get faster credit decisions for our business customers and cash into their bank accounts quicker, with considerably less paper and bureaucracy. Our new nCino platform is being launched with great results to date, including SMEs seeing applications moving from enquiry to cash into their account in less than 30 minutes.

All of these process updates and automations improve internal efficiencies, saving time for the business and our customers. Our CCTP programme will continue to improve customer digital journeys in the coming years.

Helping Our Customers' Financial Planning

We know that our customers are looking for guidance and personalised solutions to build and protect their longterm financial security. As our customers navigate their financial lives, AIB Group aims to be their partner and their guide to financial security, enabling them to both withstand challenges and invest for the future.

Three years ago, we recognised that we had a product gap in the key pension, protection and investment market segment. Committed to providing our customers with an enhanced offering in this area, we acquired Goodbody, an investment-led business offering wealth management, asset management and investment banking services, and entered into a joint venture agreement with Great-West Lifeco.

In 2023, the final year of our previous strategic cycle, we celebrated two significant milestones in this important initiative for our customers and for our business.

In April, we launched Goodbody-Private offering high-net-worth AIB customers in ROI the wealth products and services of Goodbody through a collaboration with AIB Private Banking. Following months of purposeful integration, this move maximises the delivery of Goodbody's recognised experience and capability through AIB distribution channels. Today, there is deep collaboration

among our Goodbody and AIB Capital Markets teams for the benefit of our customers.

AIB life, our joint venture with Great-West Lifeco, launched in April and was rolled out to all our personal and SME customers in ROI through our Expert Financial Advisor team supported by our new AIB life hub on the AIB Mobile App. This was a very exciting achievement, not least because it was the first new life company to launch in ROI in some years. AIB life is a unique proposition, offering the underserved general market a full suite of innovative protection, investment and pension products – including Article 8 sustainable investment fund options – using convenient digital solutions. Through the life hub in the AIB Mobile App, we will be able to provide our personal and SME customers with digital supports, services and products to demystify the critical topic of long-term financial planning and put a plan in place for the life they are after.

These achievements have laid the foundations for further developments that we expect will bring material long-term opportunities for AIB Group; we have effectively set in motion the mechanism by which the Group can offer enhanced financial security to an increasing number, and variety, of customers. Applying our data and analytics capability to our 3.3 million¹ customer base, we can customise our products and services, ensuring our customers' individual and changing needs are met at every life-stage.

In 2021, Goodbody joined forces with THE GLOSS magazine to launch THE GLOSS x Goodbody Investment Club, a female-focused community that promotes financial education and empowers candid conversations on topics that matter to women. We began hosting a series of online events with the all-female Goodbody team presenting sessions on pensions, divorce and inheritance, as well as savings and investments.



AIB Group CEO Colin Hunt with Declan Bolger, Head of Great-West Lifeco's operations in Ireland, and AIB life Chief Executive Officer Bryan O'Connor

c.1300

members have joined THE GLOSS x Goodbody Investment Club since launch

1. Active customers defined as those meeting specific criteria under one or more of three categories: Activity, Balance and Policy and excludes Goodbody, Payzone, AIB life, AIB Merchant Services and Nifti.

Societal & Workforce Progress

Supporting Customers continued

Supporting Businesses and Entrepreneurship

Across AIB, AIB UK and Goodbody, AIB Group supports businesses of all sizes, supporting the economy and encouraging job growth in the communities in which we operate.

To our SME and corporate customers, AIB offers industry expertise, appropriate products and solutions, and treasury services, while Goodbody offers wealth management, asset management, private capital, investment banking and advisory services. Additionally, we recently restructured our business in Great Britain to focus solely on the larger corporate sector in that region. Developments in 2023 include the launch of the SBCI Ukraine Credit Guarantee Scheme (UCGS) in June and the Growth and Sustainability Loan Scheme (GSLs) in November, both aimed at SMEs. AIB is an on-lender for UCGS, with an allocation of €453m to support our business customers. This low-cost loan scheme offers unsecured lending of up to €250,000 and flexible repayment terms. More information on the GSLs can be found on page 25.

We also support the community of business owners and managers across all sectors. We have a long-standing relationship with Chambers Ireland, which has more than 40 Chambers members supporting more than 10,000 businesses across ROI, attending and addressing events, including the Gala Annual Dinner events in both Cork and Dublin. During the year, we supported the American Chamber of Commerce Ireland and the British and Irish Chambers, in particular the American Chambers' Fourth of July event and the Annual Dinner events of both Chambers. These events celebrate the strong cultural and business connections between Ireland and both the USA and the UK.

SBCI Ukraine Credit Guarantee Scheme

€453m

allocated to AIB business customers through the SBCI UCGS.

Other sector- and industry- specific AIB supports included:

- As part of our sponsorship, the 2023 Press Photographers Association of Ireland awards in March featured the AIB Sustainability Award;
- Sponsorship of the Irish Hotels Federation (IHF) Conference and Gala Dinner in February;
- Sponsorship of the Tech Summit in May; and,
- Sponsorship of the Nursing Homes Ireland Conference also in September.

While providing on-the-ground support directly to business customers of all sizes, our teams are also generating and sharing knowledge with our customers. Our Treasury team, including our Economics Research Unit, produces the AIB "Market Talks" podcast, which delves into the latest market news and trends every fortnight. With S&P Global, we produce monthly Purchasing Managers Index (PMI) reports for both the manufacturing and services sectors in ROI. AIB also produces one-off reports for specific sectors; in 2023, we published the following reports, providing insights and outlooks to our customers:

- Real Estate Finance Report
- The Future of Mobility
- AIB Business Outlook
- AIB Retail Spend Outlook

AIB also publishes sustainability guides per sector, which you can read about on page 26.

AIB Foresight SME Impact Fund

€5.3m

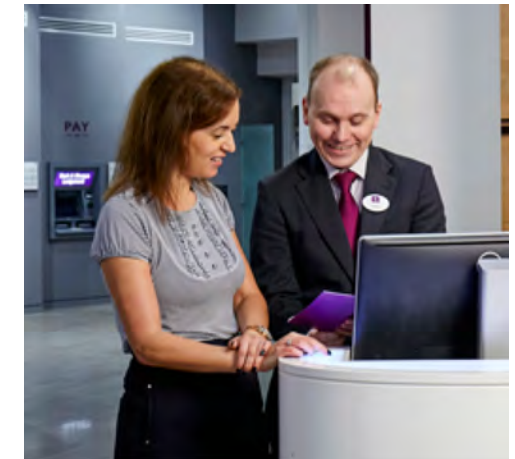
equity funding provided to date

Enabling Entrepreneurship to Flourish

We support start-ups and entrepreneurs, who are generating the ideas, jobs and sectors of tomorrow. The AIB Start-up Current Account offers two years of waived Account Maintenance and Transactions Fees, excluding cash handling fees, and €100 off the quarterly cash handling fee to help with the early days of running a business. Across AIB Group, we can provide debt and equity capital, advice and other services through AIB, AIB UK and Goodbody – a complete solution for growing companies.

In 2019, AIB supported the establishment of the Yield Lab Europe Fund, which as at September 2023 had supported equity funding of €16.2m into 22 Irish and European early stage, diverse, impact-oriented companies delivering solutions to the AgTech and Food Sustainability ecosystem. In 2022, AIB set up the AIB Foresight SME Impact Fund managed by Foresight. AIB provided the cornerstone investment of €30m to the Fund which invests in Irish SME's to help accelerate their green transition. In early 2024, the Fund secured additional investment of €25m from the Ireland Strategic Investment Fund. To date, €5.3m of equity funding has been provided, supporting 231 jobs with a significant investment pipeline.

In providing support for entrepreneurial hubs such as Ludgate in Cork, and PorterShed in Galway, we are part of a system that offers desk space, mentorship, connections and resources for fledgling businesses. In May, to coincide with celebrations of PorterShed's seventh year in operation as well as the official opening of PorterShed a Dó – its second location – in Galway City, AIB formally announced our extension as a primary sponsor of PorterShed until 2026. Founded in 2016, PorterShed has to date supported the creation of more than 875 high-value jobs in the region.



In a similar vein, AIB has been a partner of Network Ireland since 2013 and more recently entered into a partnership with AwakenHub, which was renewed in 2023 for another year. AwakenHub was founded during COVID and has a community of more than 3,000 female-led businesses across Ireland, which it supports by removing barriers to investment, scale and success. With more than 1,000 members, Network Ireland supports the professional and personal development of women in business, and hosts an annual Businesswoman of the Year event, with eight categories, recognising excellence both locally and nationwide.

All of these initiatives encourage and nurture the innovation, creativity and pure grit required to start and grow new businesses and initiatives.

Irish-based start-ups and established businesses that are unable to access finance from traditional lenders can apply to MicroFinance Ireland, which provides small business loans through the Government's Microenterprise Loan fund. Customers referred from AIB are eligible for a discounted interest rate if MicroFinance Ireland accommodates their lending request.

Societal & Workforce Progress

Supporting Customers continued

**Material Topic: Financial Inclusion and Wellbeing****Welcoming New Customers**

The Irish banking landscape has shifted significantly in recent years with the exit of Ulster Bank and KBC Ireland, leaving individuals, businesses and organisations seeking a new banking relationship. AIB recognised the importance of providing customers with a choice in meeting their day-to-day banking needs. It is vitally important for consumers, the financial services industry and the wider economy to achieve an orderly account switching process nationally.

Throughout 2023, we allocated substantial additional resource to accommodate the increase in customers looking to open an account with us.

Having entered into a binding agreement with NatWest Holdings Limited and Ulster Bank Ireland DAC for the acquisition of c. €4.2bn of performing Ulster Bank corporate and commercial loans in 2021, we welcomed the final group of customers from this portfolio to AIB in July 2023. This involved c. 3,500 business customers with c. 5,800 credit facilities, including business products such as loans, overdrafts, trade finance, invoice discounting and interest rate derivatives to AIB. We also welcomed 237 Ulster Bank colleagues to our team.

In July 2023, we welcomed c. 50,000 customers and c. €4bn of mortgages, as we migrated 80% of the Ulster Bank performing tracker (and linked) mortgage portfolio that we had received Competition and Consumer Protection (CCPC) approval to acquire the previous January.

We continued to improve our customer onboarding journey during 2023, with specific focus on remote, convenient, account opening. For our business customers, for whom account switching can often involve multiple processes depending on the nature and complexity of each business, we launched digital enhancements to speed up the processes and reduce customer effort. These included digitising account opening and credit card application forms as well as making application forms for most products editable online.

But finance isn't always straightforward, and can be daunting to many people. Our strive for simplicity isn't just about convenience, it's about making financial security and wellbeing available and accessible to all of our customers. We know technology can be a barrier to some, and that's why we're working with our communities, providing extra support where needed.

We take care when it comes to the vulnerabilities some of our customers may have, aiming to provide safe spaces for those who need more time, support and attention.

Unfortunately, bad actors are increasingly looking to take advantage of weaknesses in the financial system. We are working with our regulators and peers to collectively ensure a robust infrastructure, while reinforcing our own barriers to financial crime of all kinds and, importantly, creating general awareness amongst our customers and the public. For more information, see our supporting customers case study on page 44.

Safeguarding Regulation

Our regulators are one of AIB Group's six key stakeholder groups. We aim to meet and, where possible and appropriate, exceed regulatory requirements as applicable across the three jurisdictions in which the Group operates.

The Compliance function of AIB Group safeguards our customers and supports the Bank by providing oversight with respect to the risks within our Regulatory Compliance Universe. The team identifies and communicates legislation and regulations, proposing the Risk Appetite Statement (RAS) (for more information on the AIB Group RAS, see page 124 of the AFR) and advising on the regulatory and conduct risks of any business model, service or operational change, providing independent oversight to ensure appropriate compliance. A suite of frameworks and policies set out the high-level principles that all employees and contractors must adhere to.

Transparency

We aim to communicate clearly with our customers, so that they find our products and services easy to understand and simpler to use.

The regulations we follow ask for transparency, but we have gone a step further. We have a distinct function in the bank responsible for ensuring our communications are clear. Our emails, letters, webpages and apps are almost always in plain language, wherever possible. Where it is not, there may be a reason to use legal language. We aim to eliminate 'bank speak' and to talk to our customers about their money in a way that is more supportive and engaging. Today, it has developed into clear, brief and accessible language. We are aware for example, that not all customers have English as a first language and others are neurodivergent.

When we market our products and services, aligned with our Conduct Risk Framework, we disclose all relevant information, including charges. We aim to ensure our advertising is clear, fair, accurate and not misleading. Our product advertising carries warnings to alert our customers of any potential negative consequences of changes to their loan agreement – for example, if they do not keep up their repayments, their account will go into arrears and this may affect their credit rating and their ability to access credit in the future.

And when we are not able to provide our customers with the finance for which they applied, we are open with them and let them know the reason(s) why.

Customers in Vulnerable Circumstances

We all face times of stress and difficulty, when our ability to cope may be compromised, leaving us vulnerable. For our customers, it can impact their ability to manage their finances and make decisions, affect their dealings with their bank, and leave them open to fraud or financial abuse.

The goal of our Customer Vulnerability strategy at AIB is to take exceptional care of our customers when they need us most. To this end, we have developed a range of supports for customers who are in vulnerable circumstances using a five-step approach: recognise, engage, support, record and review.

Our Additional Support Helpline allows expertly trained staff with the necessary skillset to navigate complex situations with compassion, understanding and empathy. The top reasons for calls in 2023 included balance and transaction queries, and standing order and direct debit queries, along with calls from family members and carers looking for advice.

In 2023, while celebrating one full year of this helpline in operation for AIB, we launched a corresponding helpline in EBS. Indeed, EBS put a keen focus on Customer Vulnerability in 2023, introducing a number of supports and upskilling staff. Internally, EBS added Additional Support and Assisted Decision Making Flags on its systems and, externally, along with the helpline, it enabled Irish Remote Interpreting Service (IRIS) in its call centres.

Throughout the year, our Vulnerable Customer Support team assisted with more than 1,800 customer cases and we received more than 8,700 calls to our Additional Support Helpline.

The Basic Bank Account is an EU-wide financial inclusion initiative, to ensure every EU citizen can get access to a bank account. It is a payment account which is available to customers who are EU residents aged 16 or over. Basic Bank Account holders get a payment card, and there are no charges for everyday banking or maintenance fees for the first year. The account holder can make deposits, withdraw cash and receive/carry out payments. The Basic Bank Account is available to open in AIB ROI branches and remotely via our Mobile Banking App.

Societal & Workforce Progress

Supporting Customers continued

The Assisted Decision-Making (Capacity) Act (ADMA) commenced in April 2023, introducing a statutory framework of legal agreements and a set of principles and rights for individuals who require support with decision-making, for example, due to dementia or intellectual disability. To support this, AIB introduced an ADMA Flagging system, and centralised processes and procedures, and delivered training on supporting customers to more than 5,000 staff. In total, during 2023, our staff completed over 37,100 hours of vulnerability training, including training on financial abuse, living with dementia, mental health, problem gambling, planning ahead and bereavement. In August, AIB introduced a block on under-age (under 18) debit card purchases that we can identify as gambling or betting.

In November, we ran the Group's first Customer Vulnerability Week to raise awareness of the various customer vulnerability supports we have available for both customers and employees. The week included customer interviews, employee stories and live events featuring expert speakers on the topics of domestic abuse, dementia and gambling. We also announced that AIB has been confirmed as a Dementia Inclusive Organisation.

The financial impacts of domestic abuse can remain long after the victim-survivor has left the abusive environment, leaving individuals struggling to rebuild their lives. In 2023, the team in AIB UK introduced a new Domestic Abuse Exception Process to support existing personal customers and staff to obtain lending if they have poor credit scoring due to a domestic abuse situation, updating decline letters and the website to let customers know about this initiative.

For customers with sight difficulties, we provide telephone access through the contact centre, and accessible card readers for transactions that require further security; on our website, all the text is scalable and we offer account statements in braille or in larger print format. For customers with hearing difficulties, AIB internet and mobile banking channels have a range of features that provide access to banking, securely when and where it

suits; and sign language users can contact AIB using the Irish Remote Interpreting Service (IRIS).

The JAM (Just a Minute) Card allows people with a disability or communication barrier to tell others that they need extra time and understanding in a private and easy way. AIB has been JAM Card Friendly since 2021, with 5,510 staff completing the JAM computer-based training course. In 2023, the initiative was also embraced by EBS.

Support for Customers in Difficulty

Where customers are in financial difficulty, our resolution process is based on their ability to repay, taking into account their assets and sustainable income levels. AIB has a proven track record in supporting customers in difficulty and, as a regulated entity, has a robust governance and policy framework in place to deal consistently and equitably with customers whose accounts become challenged.

Proactively, we have developed Early Warning Indicators (EWIs) to identify customers most at risk of going into arrears. We then contact those customers and encourage them to get in touch if they are experiencing financial difficulty. We do this every month across AIB mortgages, both personal and SME, as well as EBS mortgages. Throughout 2022 and 2023, we updated our cost-of-living calculators to reflect increases in cost of living expenses. This ensures our solutions remain sustainable for our customers.

All forbearance solutions are reviewed regularly to ensure they remain appropriate to customers' circumstances, and continue to comply with our fiduciary and regulatory obligations. This approach has ensured that we have resolved more than 150,000 customer cases over many years in a fair and consistent manner. We found that the vast majority of these customers are able to meet the terms of their new arrangement and move on with their personal and business lives. Our solutions remain broad-based and fit for purpose.

Support for Mortgage Customers in Difficulty

When a customer is worried about paying their mortgage or has missed a mortgage payment, we encourage them to contact our Arrears Support Unit

as soon as they can. We promise to listen, be open-minded and not judge. We work with our customers to find a resolution and available options including interest-only periods, fixed repayments, split mortgages and more. These are set out in our Mortgage Arrears Resolution Process booklet.

All customers in mortgage difficulties are entitled to engage with independent third parties or have third parties engage with AIB on their behalf. AIB engages with the relevant government and customer advocacy organisations (MABs, Abhaile, IMHO) where required, and our customer correspondence contains details of options to engage with these parties. AIB has consistently demonstrated a proactive approach to ensuring our solution suite and our resolution strategies evolve and remain appropriate for supporting our customers in difficulty.

One of the options available to customers is the Mortgage to Rent (MTR) Scheme which is designed to help people remain in the same house when they are unable to meet their mortgage repayments. The solution provides customers with peace of mind by facilitating the sale of their home to an MTR Provider, who then rents the property back to the customer at a rent that is affordable for them. The customer continues to live in the same house with minimal disruption to family life. The scheme also enables us to deliver a sustainable solution to non-performing debt and releases capital, which supports new lending and growth of the overall economy. AIB remains an active supporter of the MTR solution.

Ensuring Financial Wellbeing

Every day, across our entities, AIB Group supports our customers to make financial decisions. From education programmes that we support – including our long-standing partnership with Junior Achievement Ireland (see page 52), and own, such as our Future Sparks Programme (see page 42), to the vital documents and resources we feature on our website, as well as the many events we host and sponsor throughout the year, we want to engage our customers and members of our communities on their financial wellbeing at every turn.



Of course, one of the primary ways we do this is often done through a one-to-one conversation in a branch, business centre or over the phone, supporting our customers directly, and taking extra care of those customers who are in vulnerable circumstances.

Financing Healthcare

Healthcare is a sector of strategic and social importance to AIB with dedicated healthcare teams in our ROI and UK businesses. Regularly publicly awarded and recognised for excellence in healthcare financial services delivery, our teams are focused on providing financial solutions that are helping to address healthcare needs and service access within our communities.

AIB provides loans and services to support hospitals, primary care centres and residential care for the elderly and citizens with challenged healthcare needs.

Societal & Workforce Progress

Supporting Customers continued

Financial Literacy

We set a target of supporting 500,000 customers through their financial literacy by the end of 2023. We exceeded this target, reaching a total of c. 550,000 customers through a series of initiatives in Ireland, including our educational and awareness programmes, since we set the target in 2020.

A large element of this figure was activated through our AIB Future Sparks Programme, a skills-based interdisciplinary programme for post-primary schools. It joins the dots for young people and their teachers as they navigate major transitions and key life moments by providing rich educational resources across multiple subject areas, such as guidance-related learning, wellbeing, business, economics, accounting, financial education, and home economics. In March 2023, as part of a general survey to participating schools, we found that 72% of students felt they knew more about banking and finances after participating in the AIB Future Sparks Programme and that 98% of teachers surveyed agreed the programme delivers added value to their teaching.

659 second-level schools out of a possible 728 schools registered for the 2023 Future Sparks Programme, representing a penetration of 91% of the universe of second-level schools in Ireland and a registration rate of c. 384,000.

Our "Banking How To" Guide is an easy- to-read guide to managing day-to-day banking, covering an introduction to bank accounts, paying for things from your current account, keeping your money safe and banking online safely. The guide is available on aib.ie and is a helpful resource for anyone who may be nervous about managing a bank account.

Accessibility

Our branches are very active in their communities, aiming to ensure everyone can feel safe and comfortable interacting with us no matter what medium they choose. Coming out of the pandemic, there was a true desire and eagerness among our people to reconnect with their communities.

In total, our branches conducted 48 Banking Made Easy Workshops around the country which were attended by c. 800 customers. These events allowed our branch teams to engage locally and share the key features of the AIB Mobile App, highlighting what can be found on the Digital Hub and showcasing a number of helpful 'how to' videos. Most of these events were attended by both the local An Post team who discussed the services available in the local post office and An Garda Síochána who shared online safety and fraud prevention tips. All events were finished with refreshments and a chat, where staff were available to assist customers one-on-one with their queries and give any help they needed using the AIB Mobile App.

Our teams were out and about, bringing support directly to our customers, be that at active retirement groups, workplaces or schools. In total, our branches took part in more than 1,400 engagement events across the country, a highlight of which was a Customer Appreciation and Better Banking Showcase for the midlands, welcoming a range of personal and business customers to meet and discuss any queries they may have.

And, when a branch deals with customers requiring extra support, the staff member can follow up with a Ways to Bank email, outlining the Additional Support Helpline number, opening hours and where to find further information on aib.ie.

**Customer Advocacy**

During 2023, as AIB was in the final year of our three-year strategy, it was time to assess and challenge the experience our customers are having with AIB.

Across a number of feedback points, our customers have told us that their experience could be improved - they want us to show them we care about them and their world. Delivering a meaningful step change in customer experience that endures through the medium-term requires a recharged Customer First ambition and the prioritisation of an outcome-focused multi-year strategy as part of the strategic planning cycle.

The aim of the resulting Customer First Recharge Programme, which was stood up in April 2023, is to re-energise our commitment to our customers, demonstrating to them in a meaningful way that the newly expanded AIB Group is truly a customer-centric organisation. One of the first deliverables was our Customer Charter, which was published on our website in December and outlines our commitment to our customers. Our Customer Charter has been published on our website: aib.ie/investorrelations/about-aib/customer-charter

In tandem, we have also added 'Put Customers First' to our values, to be complemented by an employee training programme, reigniting the potential of each and every one of our colleagues to be agents of advocacy for our customers. For more information on our values, see page 64.

Societal & Workforce Progress

Supporting Customers continued

Enhancing Protection

Unfortunately, in line with wider industry trends, we have witnessed a continued increase in the occurrence of banking scams and fraud throughout 2023. As cyber criminals become more and more sophisticated in their methods, we remain ever vigilant to their ways and want to ensure our customers are doing the same.

This crime is mostly aimed directly at individuals, with scammers sending mass emails or text messages, sometimes intercepting ongoing conversations with utility providers or financial institutions, in an effort to gain account details, including pin numbers. To further pose as the organisation in question fake websites are created to convince victims. In 2023, we identified and removed 1,062 websites posing as AIB – a 24% reduction on 2022.

Public awareness is key. In 2023, we launched local and national awareness campaigns aiming to inform our customers and the general public about the latest scams, and the actions we can all take to avoid falling prey to criminals. These took the form of a broad social media campaign in FraudSmart during the month of September, which included education and awareness of the consequences of allowing accounts to be used as mule accounts by criminals, ongoing customer engagement at branches – including external events in conjunction with An Garda Síochána – along with press releases when a specific threat to AIB customers became apparent.

In line with our obligations under relevant anti-money laundering (AML) and countering the financing of terrorism (CFT) legislation, we are always on the look-out for suspicious transactions, which may be an indication of potential money laundering or terrorist financing, and reporting same to the relevant authorities. We work closely with external industry and law enforcement partners to detect and disrupt serious criminal and terrorist activities, and we take our role very seriously in this regard.

We are proud to work with external partners such as STOP THE TRAFFIK and use its data- and intelligence-led Exploitation Analytics reports as part of our overall financial crime response. Its insights keep us on top of emerging trends, allowing us to strengthen our controls and play our part in the disruption and prevention of human trafficking.

While we manage financial crime matters through the Three Lines of Defence (3LOD) model, AIB's Financial Crime policy, approved by the Board Risk Committee, encompasses AML/CFT, Fraud, Anti-Bribery & Corruption, and Group sanctions. This policy, together with its supporting standards, is embedded in our operating procedures, available to all employees and Directors, and subject to at least an annual content verification to ensure it is kept up to date.

Money Laundering Reporting Officer (PCF-52)

Our Group Money Laundering Reporting Officer (MLRO) oversees compliance with applicable AML laws, regulations and codes. There are also local MLROs and a BSA/AML/OFAC Officer in the USA who has statutory control function responsibilities in their jurisdictions. The Group MLRO is also the Head of Anti-Money Laundering and Counter Terrorist Financing Compliance, a Pre-approved Control Function under the supervision of the Central Bank of Ireland.

The Group Board is ultimately accountable for the management of financial crime risks within AIB. All employees complete mandatory e-learning annually, with bespoke training also provided to those in key roles, while the Group MLRO (or Deputy) provides annual training to the Board. Regular bulletins are also published internally, outlining trends and topical items on financial crime.

Learning from Complaints

If a customer isn't happy about something that we have done or failed to do, we have an easy and clear process for making a complaint. It can be made online, by letter, by email, by phone or in person in one of our branches. Setting clear and transparent complaints procedures for our customers, whether it be directly to us, or to a third party, is the first step we take in remediating negative impacts. We foster an open culture where we recognise that mistakes can and will happen and that it is really important that accountability is demonstrated at an early stage so that lessons are learned and shared accordingly.

When we receive a complaint, we log it in our complaint management system. We try to resolve it quickly at local level, but if that is not possible, it will be forwarded to our Centralised Complaints Management team who handles the majority of the Group's complaints that cannot be resolved at first point of contact. The individuals on this team are selected and trained to gain a true understanding of each issue including keeping a strong customer focus and being good collaborators along with being empathetic, resilient and good listeners. The unit has dedicated sub-teams to deal with each type of complaint and will determine whether it can be resolved quickly or is complex, requiring a more detailed investigation.

By way of additional support, a Vulnerable Customer Support team (VCS) was set up to support the resolution of sensitive and vulnerable issues. While part of Customer Care and Outcomes (CC&O), this team is also part of a wider Customer Vulnerability Strategy. This VCS team is recognised by external organisations as being an essential support required to resolve complex scenarios in vulnerable cases. Its work with HSE, Gardaí, nursing homes and others has been recognised and this is a service that didn't formally exist in AIB Group until its formation. This is a societal and cultural initiative with real impact.

Ultimately, customers who remain unhappy can complain to the Financial Services and Pensions Ombudsman (FSPO). A measure of our success is that only 1% of all complaint cases in AIB Group are referred onward. This indicates the quality of the resolution process. For those 1% of cases, the goal of our FSPO team is to reach a fair resolution for the customer, thereby preventing a need for the complaint to enter a formal investigation. In 2023, 89.5% of complaints were resolved without a need for formal investigation. Of the 10.5% remaining, three complaints were upheld by the FSPO against AIB Group in 2023.

We use both quantitative and qualitative approaches to measuring and evaluating customer complaints data. Internally, we monitor a range of quantitative metrics including volume of complaints received, volume of complaints closed and time to close complaints for our customers, as well as a range of FSPO complaint metrics. Complaint trends are analysed and reported to the Board Risk Committee and Group Conduct Committee.

Of course, it is equally important to avoid complaints happening in the first instance. We use Root Cause Analysis, of complaints and errors to improve customer experiences. To support and embed Root Cause Analysis we have developed and delivered a training module and appointed Root Cause Champions across the Group.

In the UK, we disclose the complaints data from the Financial Ombudsman Service (FOS) on our websites, in line with FCA requirements. This data includes the total number of complaints made to FOS from our UK customers, the topic of complaint and how many complaints were upheld in favour of the customer.

We identified and removed

1,062

fake websites posing as AIB in 2023

Societal & Workforce Progress

Supporting Customers Case Study

Case Study:



Supporting Our Customers When It Matters

Tony Carey is the Managing Director of CooneyCarey, an independent chartered accountancy, taxation and business advisory practice and an AIB business customer for many years.

When Tony realised his email account had been impacted by sophisticated fraud, he got in touch with the Bank immediately. Thankfully, the money could be recouped, but the AIB resolution also brought much-needed peace of mind and reassurance.

Q. So, Tony, tell us what happened.

Whilst our client data is protected by layers of security systems, I was the subject of an email fraud, whereby somebody got into my email system and impersonated me and managed to instruct my staff to pay €150k from our account.

Q. What happened when you contacted AIB?

When the incident happened, I had a feeling of isolation and fear of what was going to happen next. I reported it to AIB, and immediately I got a feeling of a shared problem, of empathy and professionalism. They couldn't tell me the problem would get fixed, but assured me they would do their best. When I reported the incident to them, my head was spinning, I only know now how important the interaction with AIB was. I then felt calm, reassured and I felt someone else was sharing the load. I can't express to you how that felt. It was just so reassuring.

Q. And what was the ultimate outcome?

AIB got stuck in immediately and I am blessed that they got the money back. I know that this wouldn't have happened if AIB didn't act immediately because the money was travelling through its system and needed a call-back as quickly as is possible.

Q. How did the AIB team do overall?

After reporting it, there was constant interaction, which was top class. On the way home, I'd get a phonecall to say that the Bank were looking at it, and asking how I was doing. That's an ethos that we try to bring to our own clients at CooneyCarey, that sense of belonging. What really made a difference was the people in AIB, and the way they followed up and reassured me.

**Beware of email fraud**

Fraudsters are very well organised, and scams are becoming more and more sophisticated. Email scams are one of the top emerging methods of fraud, targeting corporate, SME and personal customers. These can range from fraudsters posing as suppliers sending an email to the accounts team asking to change account for the next invoice, or from a manager asking to make one-off payments, or even from an employee asking to change their salary-in account. Fraudsters are relying on the fact that we use email for formal communication now. So we all need to remember that email alone is not a secure method of taking payment instructions; always go back to verify details of an email over the phone with the sender on a known number.

For more information, visit our Online Banking Fraud and Security Centre at aib.ie/security-centre

Societal & Workforce Progress

Our Colleagues



Representatives from 30% Club, the IMI and AIB's Board and senior leadership at the launch of the AIB Mentoring Access Initiative for Women in SME in March 2023.

Every day, AIB Group employees and contractors come into the office, a branch, or log-in from home to support our customers' financial needs and ambitions, helping them to realise the life they're after. Our people know and serve our customers, and so they deserve a safe, progressive and inclusive working environment in which each and every one can realise their own potential.

Over the last number of years, we have made great strides in providing the best possible workplace in AIB – one that accounts for the holistic wellbeing of our people with fair and transparent practices and processes and opportunities.

We do this by listening to our people. Our engagement strategy incorporates new ways of listening that enable us to focus on the issues that matter. We regularly 'check in' with our people – both employees and contractors – through short, focused online surveys that provide us with rich and constructive feedback. In 2023, we issued two such AIB engagement surveys, in March and September; the theme in March was Customer while the September survey sought feedback on Speaking up and Accountability. Receiving c. 6,000 responses to each survey, our actionable outcomes included: re-instatement of Appreciate, our peer-to-peer recognition programme; the provision of healthcare; further development of our LEAD Programme to support our People Leaders

to demonstrate positive behaviours and promote feedback and coaching conversations; and, the commencement of our Customer First Recharge Programme (for more information on our Customer First Recharge Programme see page 42.

As a result of these surveys, we also know that our people's satisfaction with AIB as a place to work is improving; 81% of respondents were satisfied with AIB in the third quarter of 2023, a 6% increase since Q4 2022.

While offering a wide variety of learning and development opportunities – some of which have been externally recognised and rewarded – most notably our Graduate Programme and our LEAD Programme – we also encourage our people to take advantage of the peer-to-peer support and advice that is available by way of being part of a large network of colleagues. We have active Employee Resource Groups (ERGs), including our Pride+ Network, Roots+ Network, Women's+ Network, Life & Family+ Network and Abilities+ Network, which meet regularly and offer resources devised and deployed by our employees with senior management sponsorship.

And while we take the utmost precautions in providing a safe physical working environment, it is our employees' mental health that we constantly strive to support. The COVID-19 pandemic placed a welcome focus on these efforts in recent years, which has resulted in a number of Group-wide and local initiatives offering both practical and informal resources that are easily accessible.

Central to our priorities as an employer is to provide fair and adequate pay that recognises each employee's contribution to the Group's success. In 2023, we remained conscious of the continued inflationary environment and provided extra support to account for the cost-of-living challenges facing our people. We also updated Leave policies in line with our progressive ambitions for the Group to foster an inclusive and supportive working environment, broadening our previous Marriage Leave to recognise Significant Life Events, offering support to colleagues providing critical care to vulnerable loved ones, and expanding our Compassionate Leave.

Fairness and Transparency

Attracting, developing and retaining the best talent was a key focus throughout 2023. Following the necessary significant increase in recruitment in 2022 due to the resource requirement in supporting new customers coming to AIB from two exiting banks, at the end of 2023, we had 10,049 full-time employees working for AIB Group. Our employee turnover levels in 2023 were 13.5% annually, with an attrition rate of 8%.

Gender Pay Gap Report

In January 2024, we published our third annual Gender Pay Gap report (GPG) for AIB in Ireland, based on our snapshot date of 30 June 2023. Our GPG is 18.9% mean (average) and 13.1% median (midpoint). Since our previous GPG report in December 2022, our mean GPG has increased by 0.5%. The driver of this overall increase is the impact of the transfer of employees associated with our key strategic initiatives. Similar to last year, the primary reason for our GPG remains our organisational shape, with a significantly larger number of females in lower level roles and higher numbers of males in more senior positions. We continue to work hard to address the GPG by working to achieve gender balance across our organisation.

Having been an early signatory of Ireland's first Women in Finance Charter, AIB has an ongoing target of gender balance for ExCo, and all management, referencing the Gender Equality Global Report and Ranking's definition of 'gender balance' as between 40% and 60% female representation. Our ExCo and Board have continued to maintain ongoing gender balance at 42% and 40% respectively.

Our Board remains gender balanced, with 40% female representation across Directors along with one member from a minority ethnic group. And, for the first time in 2023, all of AIB's revenue-generating business areas were led by women. This is historically an area where there has been an under-representation of females in leadership roles across the industry.

At the end of 2023, of our total number of employees:

10,049

9,303

or 93% worked in Ireland. 96% of our Ireland-based employees had permanent contracts and 95% worked full-time.

712

or 7% worked in the United Kingdom. 95% of our UK-based employees had permanent contracts and 94% worked full-time.

34

or 0.3% worked in the United States of America (USA). 100% of our US employees had permanent contracts and 97% worked full-time.

5,520

or 55% were female; 4,529 or 45% were male

60%

were aged between 30 and 50 years.

Societal & Workforce Progress

Our Colleagues continued

We take particular care to constantly attract diverse talent to the Group at entry level. In September 2023, our award-winning Graduate Programme took in another 132 new colleagues and we welcomed 25 apprentices in our second year of our Apprenticeship Programme.

132

new colleagues joined the Graduate Programme

25

apprentices joined the Apprenticeship Programme

Our remuneration policies and practices support our strategy and values, and promote long-term sustainable success. The Group has been required to comply with executive pay and compensation restrictions following re-capitalisation by the Irish Government in 2010 and 2011. In December 2022, the Irish Government eased some of the remuneration restrictions impacting the Group, while retaining the cap on base salaries of €500,000 and a limit on variable remuneration of €20,000 per employee per annum. In line with this easing of restrictions, we updated our Remuneration policy to reflect our intention to provide healthcare benefits from 2024 and the introduction of a variable remuneration scheme, with the first award under the scheme being based on business performance in 2023, payable in 2024.

The highest paid individual in our organisation is our Chief Executive Officer (CEO). In 2023, the median annual total compensation for all employees (excluding the CEO) was €52,577 and, the ratio of the annual total compensation of our CEO to the median annual total compensation of all employees (excluding the CEO) was 9.51:1 (compared with 9.61:1 in 2022). Non-Executive Directors are paid a competitive, non-pensionable

fee in respect of their services as Directors and additional non-pensionable fees in respect of other responsibilities, such as the chairmanship or membership of Board committees, or the Board of a subsidiary company, or in performing the role of Senior Independent Non-Executive Director, reflecting the time commitment and the responsibilities of the role.

The remuneration of Executive Directors and members of the ExCo is determined on appointment by reference to external benchmarks in order to provide an appropriate level of competitive remuneration commensurate with the size and functional responsibilities attaching to their roles. Non-Executive Directors' fees are determined by the Board, within the limits set by shareholders, in accordance with the Articles of Association. Base salaries of Executive Directors and members of the ExCo are reviewed by the Remuneration Committee on behalf of the Board. For more information on our remuneration policies and practices, see pages 98 to 108 in our Annual Financial Report.

We recognise our colleagues' right to freedom of association and to participate constructively in dialogue with trade unions recognised by AIB, with collective bargaining covering c. 75% of our employee base.

We actively encourage all those in and working for AIB to speak up when they see wrongdoing, which might impact themselves, their colleagues, our customers or our business. They can do so via our Speak Up Policy, which sets out how they can safely, and confidentially speak up to raise a concern about suspected or actual wrongdoing in work without fear of negative consequences or via our Grievance Policy, if they feel they have been mistreated or have been subject to behaviours they believe are contrary to our Code of Conduct. For more information, see page 65.



Societal & Workforce Progress

Our Colleagues continued

Investing in Our People (L&D)

“Invest in You” is our week-long celebration of career development in AIB. Taking place at the end of January, the theme for 2023 was Drive your Development, with a full schedule of events to support and enable employees to drive their careers and development plans. Developing talent is a key priority for AIB, benefiting both the business and our employees, and so it runs far beyond this one week, with initiatives taking place throughout the calendar year.

We want to make learning inclusive and accessible to everyone who works in AIB and our employees can access a wide range of training, skill development and leadership development programmes. Annual mandatory training, targeting a completion rate of 90%, is required for key policies including our Code of Conduct, Conflicts of Interest and Speak Up policies, which are delivered online and ensure our employees understand the behaviours we expect in AIB and how they can raise an issue.

Having kicked off LEAD – Leaders Enabling a Difference – a programme focused on the development of strategic leadership capabilities for senior leaders in 2022, we were delighted to receive the HR Champions ‘Champion Leadership Programme’ award as well as external recognition through accreditation from the Institute of Bankers (IoB) and CPD Standards Office in 2023, and once again roll the year-long programme out to more leaders. To date, more than 3,000 People Leaders have taken part with a 92% overall satisfaction rating, while more than 100 senior leaders have participated as coaches.

We also take the opportunity to celebrate employees who have provided long service to AIB. In 2023, we celebrated the 30th and 40th anniversaries of colleagues’ time with us at gala dinner events in our head office.

We also support a range of educational programmes, including supports for required education, for example, education required for Minimum Competency Code (MCC) impacted roles for our employees in Ireland and Chartered Banking Institute courses for employees in the UK. Employees can also apply for support for other courses including post-graduate programmes and role-specific qualifications (for example, ACCA/CIMA for accountants). In 2023, our training spend was €854 per employee and our employees completed on average 30.8 hours of training during the year. Training included various mediums such as instructor-led, virtual, web-based, and external training, and related to both permanent and temporary employees.

To give guidance on personal development, iExplore is a valuable online career tool available to all employees to support their understanding of themselves, their ambitions and their careers with self-assessments, personal development action plans, career pathways, mentoring and much more.

Supporting women’s careers in finance, in particular, remains a key focus for AIB. Our award-winning Mentor Her programme kicked off again in 2023, featuring 73 mentors and mentees. The programme has multiple benefits, helping mentees to better command their own career path, while also providing them with a network, both through their mentor’s contacts and across the broader mentee group. 2023 witnessed an increased awareness of the symptoms of menopause across workplaces, and AIB was no different: we encouraged conversation across all functions, including a Connect Café – a safe space for men to learn about the symptoms of menopause – and a free Menopause Friendly Employer workshop for local businesses at our head office, helping organisations change the lived experience of menopause at work.

This ethos expands outwards, as evidenced by our continued partnership with the 30% Club, a campaign group that aims to increase gender diversity on boards and senior management teams, along with sponsorship of the AIB Mentoring Access Initiative for Women in SMEs, Network Ireland, and AwakenHub. For more information, see page 39.

Safeguarding Employee Wellbeing

At AIB, we understand that work, and the satisfaction and purpose it can and should provide, is an enormous part of life.

Building on the foundations laid during and since the COVID-19 pandemic, including the introduction of our Right to Disconnect policy in 2020 – the first of its kind to be implemented in Ireland – in 2023, we activated many wellbeing initiatives, kicking off the year with a Plan4Jan campaign that encouraged colleagues to adopt sustainable and healthy habits for the year ahead and beyond.

We celebrated Financial Wellbeing Month in April, with informational webinars, seminars and talks taking place throughout the month and across the Group. Conscious that the inflationary environment continued to cause challenges for our people, in September 2023, following consultation with the Financial Services Union (FSU), we announced that AIB would once again provide a once-off Cost of Living support to the value of €1,000/£900 to all employees bar the highest management level by the end of the year.

Responding to feedback received via our engage survey, and recognising that many colleagues across the Bank are balancing the various challenges and pressures that come with providing critical care to a vulnerable loved one, we introduced Carer’s Leave – up to 10 days’ paid leave a year for those in a principal caring role. We also broadened our existing Marriage Leave offering of five days’ paid leave to recognise colleagues celebrating other Significant Life Events such as moving into a first home, the birth of a grandchild or a special milestone, to be taken once during employment. And we extended our Compassionate Leave for colleagues experiencing pregnancy loss at any stage in pregnancy to four weeks, regardless of whether loss of pregnancy occurs to them, their partner or surrogate.

Spearheaded by our Chief Operating Officer and in partnership with the Marie Keating Foundation, we established two cancer support networks in 2023: the Spouse & Partner Support Group for those navigating a cancer journey with their spouse or partner; and our Cancer Network @ Work for colleagues who have or have had cancer, offering a network of peer-to-peer support for those returning to work or recently diagnosed.

And we once again promoted and offered to cover the cost of the Flu Vaccine to colleagues across Ireland, the UK and New York, encouraging employees to make their own arrangements – given the different approaches across jurisdictions – and claim back the cost via expenses.

September was Mental Health Awareness Month in AIB in support of the See Change Green Ribbon campaign, offering the opportunity to build further awareness of the importance of mental health for every staff member. Colleagues were encouraged to once again take ‘Time to Talk’ and check in with each other, and were reminded of resources such as the Employee Assistance Programme, offering six free counselling sessions for employees and their families, along with other support including legal advice and childcare providers, and Time to Text, our partnership with the 50808 mental health textline, all supported by a Group-wide network of 1,000 accredited mental health advocates.

Societal & Workforce Progress

Our Colleagues continued

Inclusion & Diversity

Thanks to the commitment and enthusiasm of our employees, collectively, we have made great progress in building a culture of inclusivity throughout AIB Group, progress that was recognised by the Irish Centre for Diversity when AIB become the first bank in Ireland to reach its Gold accreditation standard in September 2022.

Our Inclusive Behaviours Guide is a simple one-page practical resource for all employees to understand how we can each practically play our part in creating an environment where inclusion is a universal experience and at the heart of a team culture we can be proud of.

Since the launch of our partnership with AsIAM at the end of 2022 (for more information, see page 52), the two organisations have worked together to roll out volunteering opportunities and education for AIB employees to improve accessibility for both our customers and people. As such, AIB's Abilities+ Network used Autism Awareness Month in April to amplify this message, encouraging colleagues to get involved in World Autism Day, take part in a webinar for Parents and Carers of autistic people, and attend a virtual 'Coffee Connect' networking event.

As part of our Universal Inclusion month, which took place in June 2023, more than 280 teams made pledges committing to the improvement of Inclusion & Diversity (I&D) in their local functions. Centrally, some new resources were put in place to support these efforts including: an updated Inclusion & Diversity Code, which sets our I&D expectations and supports the wider Code of Conduct; a new guide on Reasonable Accommodations at AIB, to help ensure that colleagues with a disability, impairment or medical condition have what they need to do their work; and, two new online courses, on Bullying & Harassment and Disability Inclusion to help employees and contractors increase their understanding of I&D. By the end of the year, 3,600+ colleagues had completed these courses.

Added to this were a number of events, in which a total of 1,310 colleagues participated, including a webinar with star of "An Irish Goodbye", James Martin, the first person with Down Syndrome to win an Oscar, and his family about their journey and experiences.

The month of June is Pride Month in Ireland. While colleagues celebrated by taking part in parades around the country – and in Northern Ireland in July – the Pride+ Network took the opportunity to share an updated version of their Ally Pack, which is a resource to help colleagues who are LGBTQ+ or allies – a document that necessarily continues to evolve.

Of course, we extend this championship of inclusion externally as well. The AIB and TU Dublin Entrepreneurship for People with Disabilities Programme is the only customised entrepreneurship programme in Ireland designed to address the additional and distinctive challenges faced by people with disabilities when starting their own business. Taking place fully online, it aims to provide participants with the skills and knowledge to become self-employed, and offers business mentors through the Local Enterprise Office network. We marked the completion of the 2022 - 2023 programme with an event in our headquarters featuring the Minister of State at the Department of Children, Equality, Disability, Integration and Youth, Anne Rabbitte.

In March, we were delighted to welcome customers selected for the AIB Mentoring Access Initiative for Women in SMEs to our head office in Dublin to meet their AIB mentor for the first time. The year-long programme, delivered by the Irish Management Institute (IMI) in conjunction with 30% Club Ireland, promotes better gender balance in business.



James Martin, star of *An Irish Goodbye* and the first person with Down Syndrome to win an Oscar, with Janet McConkey, AIB UK CFO, launching AIB's Universal Inclusion campaign in 2023.

Positive and Safe Working Conditions

Our Health & Safety policy, which is endorsed by our CEO, forms part of our Safety Statement and sets out the practical steps everyone who works in AIB needs to take to ensure the safety of our employees, customers, contractors, visitors and our workplaces. It also defines and communicates the roles and responsibilities for health and safety throughout AIB. It is supported by training (online, virtual, blended and classroom learning) and through accident awareness and prevention communications. We report to the Board annually on our performance. You can read our Health & Safety Report for 2023 on aib.ie/sustainability.

At some point in their life, most people will witness or be involved in an accident or medical emergency – and the office environment is no different. Our online Basic First Aid course gives our colleagues the skills, knowledge and understanding of how to provide initial assistance to an injured or ill person until the arrival of more qualified help. Through our annual First Aid Awareness campaign, we promote completion of

this course as an essential life skill for all. First aid tips on treating the more common first aid emergencies and treatments are also shared on our internal social communications channel.

In line with our commitment to provide a work environment that is safe and supportive for all employees, we have a range of practical supports in place for employees experiencing domestic violence and abuse including ten days' fully paid leave per year. We also offer affected employees five days paid emergency hotel accommodation; security assistance to ensure their personal safety on the way to, from and at work, counselling services and the option of a salary advance to assist financially where required. Colleagues can also avail of in-house vulnerable customer supports to help ensure their financial wellbeing and independence.

Societal & Workforce Progress

Our Colleagues Case Study

Case Study:

Hiring Diverse Talent

Through programmes including internships, apprenticeships and placements, we have made great strides to create innovative opportunities to support diverse talent acquisition.

A clear focus on diverse recruitment will help to ensure that the AIB employee population reflects our customer base.

At AIB, we strive to create innovative opportunities for our people to unleash their potential and achieve their career ambitions. Through a multi-channel approach across the HR function and the wider business, we have looked at areas such as the AIB Graduate Programme, apprenticeships and internships and placements as potential growth areas to support diverse talent acquisition. The benefit of this approach was two-fold; not only does it support a pressing business need in respect of talent acquisition, it also creates an opportunity to reach diverse talent that might not otherwise have had an opportunity to work with a business like AIB.

A clear focus on diverse recruitment will help to ensure that, over time, the AIB employee population reflects our customer base, which in turn supports our social licence to operate. To further support our approach, AIB is proud sponsor of the Open Doors Initiative's inclusive recruitment toolkit which was launched in 2022. Since partnering with Open Doors, more than 1,000 hiring managers in AIB have been trained on the toolkit, positioning them to implement inclusive recruitment practices across the business and drive our diverse talent ambitions.

Through yearly demand planning, we continue to review and broaden the opportunities presented to us through our approach to diverse talent acquisition.

On apprenticeships, numbers have grown year-on-year, with 25 apprentices onboarded across all jurisdictions and we have also expanded the programmes we offer to further build capability in this space. Our award-winning Graduate Programme had 132 joiners in 2023, where a focus on gender diversity has resulted in a more balanced 58% male / 41% female split. We also supported 50 internships in 2023 and our partnership with the Trinity Centre for People with Intellectual Disability is just one example of a real, tangible return through a short-term placement that has graduated to a full-time role in the business.

58% 41%
male female

gender diversity in our Graduate Programme



Above: Pictured working at reception with Amy Doyle in Molesworth Street is Sean Byrne. Sean is the first graduate from the Trinity Centre for People with Intellectual Disabilities to work at AIB.

Based on recent results, it is evident that a refreshed Group-wide understanding and connection on talent acquisition across AIB has created an opportunity, through both traditional and non-traditional routes, to support diverse candidates seeking to build a career in financial services. We are focused on developing these career pathways and on enhancing our People Leaders' understanding of our approach to diverse talent and inclusive recruitment through tailored training sessions.

The showcasing of these exciting talent streams supports our aspiration for diverse talent acquisition to become 'business as usual' and a core element in AIB's strategic approach to talent attraction, acquisition and retention.

Societal & Workforce Progress

Sustainable Communities

How We Support Communities

Be it volunteering, fundraising or getting involved with our Community Partners, everyone in AIB Group is committed to making a positive contribution to the communities in which we operate. We know that when we come together, we can make a meaningful difference, so we're pledging to support, educate, and learn from and empower our communities.

While ensuring that our community activities align to the overall Group strategy, through research and public engagement, we identified key areas where we could make a real impact, and these are reflected in the three areas of focus of our Community Framework: Sustainability; Education & Opportunities; and Digital, Innovation & Financial Inclusion.

We look to create meaningful and sustainable partnerships with our communities. Our partners help us to understand local priorities and together look to deliver the most value for communities through maximising social value outcomes. Our long-term partners include FoodCloud, GOAL, Junior Achievement Ireland, AsIAm, along with key educational partnerships. Every year we look to maximise the impact of our work in communities, not only providing funding, but working together to identify programmes that can benefit more people.

In 2023, we launched our second AIB Community €1 Million Fund, asking our customers, employees and the public to nominate their charitable organisations around ROI, NI and the UK that would benefit from a share of €1m in funding.

In 2023, we also aimed to further connect our customers to community causes, deepening and strengthening our own connection to both. We enabled customers to donate automatically to charity through the AIB Mobile App, hailing the beginning of an exciting development with many potential possibilities for charitable giving in 2024.

It is important to emphasise, however, that our people are the real drivers and supporters of community within AIB Group. From branches to back offices, teams across all of our jurisdictions are making a difference by fundraising, volunteering and creating awareness for the charitable community-based organisations that matter to them. To encourage this action

and to support our people in supporting their communities, each employee can apply for an annual donation to their fundraising event and take two days' annual volunteering leave to provide support on the ground.

Our Community Framework

Aligned to the Group's strategic priorities and informed by market research and customer feedback, our Community Framework guides the ongoing community investment activities across the Group and is structured around three areas of social focus:

1. Sustainability: To act as an accelerator for change to help local communities on the road to more sustainable living.
2. Education & Opportunities: To ready our up-and-coming generation to be architects of the thriving communities of the future.
3. Digital, Innovation & Financial Inclusion: To help prepare and educate our communities to master the digital universe that's becoming more and more a feature of our lives.

At all times, we want to work with our communities, using our reach and network to further the causes under our Community Framework.

Innovation and Governance

Payzone's fundraising platform is making it easy to launch, promote and measure fundraising activities for charities, companies and communities across Ireland. Using this capability, AIB will bring more fundraising capability online in 2024, offering our customers in Ireland the opportunity to donate to a range of charitable organisations through the AIB Mobile App.

Community partnerships go through robust assessment processes. Goals are agreed with our partners at the outset, and regular reviews are conducted to track performance against social impact metrics. We support charitable organisations that support good governance practice.

AIB Community €1 Million Fund

In May 2023, our customers, employees and the wider public nominated registered charities that connected to causes that matter most to them and their communities. The response was incredible: we received c. 16,000 nominations through the online nomination process, nearly three times the amount received in 2022.

Of the €1m total, €700,000 was allocated to charities chosen by our customers and the public, while €300,000 went to charities chosen by our employees. For both categories, recipients were identified across six regions: Munster, Ulster, Connacht, Greater Dublin and the rest of Leinster in Ireland, NI and the UK. As such, we completed the 2023 AIB Community €1 Million Fund process with 80 recipients in total, each receiving a donation ranging from €3,500 to €28,000.

Community Investment

In 2023, we contributed a total €10.8m in financial investment for our communities. Our investment in the community is reported in EUR using the B4Si Business for Societal Impact methodology and consists of three components:

1. Cash contributions include direct cost of delivering our citizenship programmes and business and donations;
2. Management costs (overheads incurred as part of managing programme delivery and activating and communicating our programmes to colleagues and society); and
3. Monetised working hours to reflect colleague volunteering conducted during working hours.

Our Partnerships

We want to provide sustainable support for recognised charitable organisations that are making a difference in our communities and align with our Group strategy and our Community Framework. These organisations help us to build our social focus areas.

Supporting Sustainability

FoodCloud

AIB and FoodCloud have a shared vision of building more Sustainable Communities to support the just transition to a low-carbon economy, and an Ireland where no good food goes to waste. Since the start of our partnership in 2018, AIB, as FoodCloud's principal funding partner in Ireland, has enabled FoodCloud to redistribute over 28.6 million meals.

AIB employees have volunteered with FoodCloud, either in the Cork, Galway or Dublin hubs, gleaning on farms, or through skilled volunteering, donating over 2,200 volunteering hours in 2023. Our partnership has meant that 12,000 tonnes of food was redistributed, with over 38,409 tonnes of CO₂ equivalent avoided.

In 2023, we enabled FoodCloud to support 700 Community organisations and support 250,000 individuals. In 2024, AIB has committed to fund the development of the AIB FoodCloud Community Meals programme, preparing nutritious meals from surplus food for charitable organisations. With AIB's support, this enables FoodCloud's network of charities to grow and evolve. It is projected that the AIB FoodCloud Community Meals programme will provide 225,200 meals from 2023 to 2026 with the rescue of 100 tonnes of surplus food.

“For both AIB and FoodCloud, we want to support our communities to achieve a more sustainable tomorrow. We know when we come together, we can make a meaningful difference. Our partnership drives our ambition to achieve a vision for a world where no good food goes to waste, through direct support and through the multiplier effect of our partnership”

- Iseult Ward, CEO FoodCloud

Societal & Workforce Progress

Sustainable Communities Case Study

GOAL

AIB has a long history of supporting GOAL. This year in particular has seen many global crises, and with the support of AIB, its customers and its employees, we have been able to raise funding to support GOAL's work in the 14 countries where it is helping people whose lives and livelihoods have been shattered by conflict, disease and climate change. This fundraising is through the GOAL Mile, in partnership with AIB, held throughout December in villages, towns and cities across Ireland, and virtually throughout the world. The event sees tens of thousands of people run or walk a mile to raise funds for GOAL. AIB supported the GOAL Mile

through the funding of a nationwide cause-related campaign, involving high-profile print, radio and social media, calling for registrations and fundraising for GOAL.

Our employees became GOAL Mile organisers and organised GOAL Miles in their local communities. For the first time, AIB connected with GAA clubs to encourage everyone to take part and donate to GOAL. Since AIB has partnered with GOAL, funding has increased year-on-year with a record-breaking €630,000 raised in December 2023 and an increase from 140 to 160 locations nationwide.

This year, some of the AIB team travelled to Ethiopia to see the work that GOAL is doing on the ground and to see how the funds raised through the GOAL Mile in partnership with AIB help to have a direct impact on the communities.

In February 2023, we stood with GOAL to support the communities most affected by the earthquake in Türkiye and Syria, encouraging employees and customers who wanted to help by donating to GOAL's Emergency Appeal to deliver shelter, access to food, clean water, and health and social support. We enabled customers to donate directly to this emergency fund via the AIB Mobile app, a

move that raised a vital €459,911, which was enough to support over 245,000 people with their daily water needs for a month. AIB was in a position to help GOAL quickly and to ensure that it could respond with rapid and flexible funding.



AIB Team with GOAL in Ethiopia

Right: When the earthquake struck on the morning of Monday 6th February, GOAL staff were there.



Case Study:



Supporting GOAL's Türkiye-Syria Earthquake Response

GOAL has been operational in Syria since 2012, and Türkiye since 2016, so when the catastrophic 7.8 magnitude earthquake struck on the morning of Monday 6 February, GOAL staff were there. GOAL is one of the leading global humanitarian aid agencies in Northwest Syria, known for facing dangerous and acutely challenging circumstances everyday while delivering lifesaving aid to communities affected by the ongoing conflict. GOAL's programmes in Syria operate on a sizeable scale and, in 2022, GOAL reached more than 900,000 people every month with vital humanitarian support.

In Türkiye, GOAL has been supporting national systems to strengthen the protection of populations affected by the Syrian crisis.

Thanks to the extraordinary direct support of AIB Group, its employee and its customers, GOAL has worked tirelessly to scale up and pivot its operations in response to the urgent needs of earthquake-affected populations in both countries.

Direct Impact Results:

- More than 40,000 individuals reached in Türkiye with essential non-food items, which includes hygiene, dignity and newborn kits, blankets, kitchen sets and solar lamps.
- Distribution: Distribution of food kits and provision of e-vouchers for clothing and rent assistance in Türkiye. GOAL continued to deliver lifesaving food assistance to affected populations in Northwest Syria and, through to June 2023, reached more than 6,000 vulnerable households in Ready-to-Eat kit assistance.
- Bakery Rehabilitation: GOAL rapidly assessed the situation of all bakeries and scaled up the regular bakery programme in Syria by delivering flour and yeast to an additional eight bakeries, reaching a total of 155,737 individuals with subsidised bread.
- Cash Assistance: GOAL Syria delivered multi-purpose cash assistance in both Northern Aleppo and Idleb, reaching 27,002 households in the three months following the earthquake. GOAL's partner IhsanRD provided one-off multi-purpose cash assistance to 6,410 households impacted.
- Shelter: GOAL distributed 400 tents and 2,000 mattresses to households that lost their shelter as a result of the earthquake in Northern Aleppo; and in Türkiye, distributed 340 tents in Hatay province, benefiting more than 1,700 individuals.
- Access to Water: Directly after the earthquake, GOAL teams assessed the condition of water stations and networks, and initial repairs were completed to restore pumping of safe water, including repairing or removing household connections to 405 buildings and the cleaning of water tanks and wells. As a result, 40 water stations were operational from the first week after the earthquake. Approximately 1,149 water trucks were provided to collection centres and households in locations where water infrastructure had not yet been rehabilitated, benefiting approximately 8,000 people in Idleb and Northern Aleppo.

AIB has made a commitment to continue to support GOAL for another three years.

Societal & Workforce Progress

Sustainable Communities continued

Supporting Education & Opportunities

Junior Achievement Ireland

Partnering with Junior Achievement Ireland (JAI) is aligned with AIB's sustainability strategy to build a society that is socially and economically inclusive by delivering hands-on, experiential learning in entrepreneurship, employability, financial literacy and the value of STEM. In 2023, we supported JAI to reach 549 schools and more than 32,000 students in Ireland.

AIB specifically sponsors the It's My Business programme, which encourages fourth-class primary school students to launch a business, and in so doing, identify their own entrepreneurial characteristics while working in teams on ideas, innovation and market research to develop a start-up, culminating with an opportunity to pitch their new business to potential 'investors'. This programme ran throughout 100 classes in 2023, involving 2,442 students and 188 volunteers from AIB.

"Volunteering was a great opportunity to get out of my comfort zone and learn and develop skills in an unfamiliar environment. The class were engaged and respectful, and great fun to work with. I enjoyed trying to give the students an understanding of working in a business"

- Paul Murray, AIB Volunteer



Sean Walsh returning to his own school to teach the It's My Business Programme.

Furthering Third-level Education

AIB has a long history of supporting education, from primary school to university-level programmes, recognising that our education partners produce the leaders of tomorrow. This includes support of specific programmes in Trinity College Dublin (TCD), Dublin City University (DCU) and Technical University Dublin (TU Dublin).

In 2023, AIB became a founder partner of an exciting programme known as Innovate for Ireland. The initiative will seek to attract PhD students to undertake research in Ireland that tackles national and global challenges such as climate change and climate adaptation, global health and pandemics, water poverty, digital society and cyber security. Also in 2023, AIB made a commitment to support the Chair of Sustainable Business in Cork University Business School. For more information, see page 27.

AsIAm

In December 2022, AIB announced our partnership with AsIAm. AsIAm works to create a society in which every autistic person is empowered to reach their own personal potential and fully participate in society, by helping to develop the capacity of the autism community and address the societal barriers to inclusion. Its ambition is to make Ireland the world's most autism-friendly country.

AIB and AsIAm are currently looking to see how AIB branches can become more autism-friendly.



Other Initiatives in 2023

We also offer support to other community organisations, for example, our Technology teams took part in Clash of the Companies, a series of physical and intellectual challenges to raise vital funds for Children's Health Foundation; our Capital Markets team supported the Irish Cancer Foundation in its annual Daffodil Day; and our branch network continued to support local charities directly, which resulted in 1,366 charities receiving funding in 2023.

Ahead of what promised to be a fascinating summer of Gaelic Games action, AIB was joined by stars from across the GAA All-Ireland Senior Football Championship, the AIB GAA All-Ireland Club Championships and the AIB All-Ireland Camogie Club Championships, as AIB extended its sponsorship agreements with the GAA and the Camogie Association for another five years.

Sponsors of the GAA Club Championships since 1991 and the All-Ireland Senior Football Championships since 2015, this extension sees AIB continue our relationship as one of the longest-standing supporters of the GAA. AIB further cemented its partnership with the Camogie Association, extending our support of the AIB

All-Ireland Camogie Club Championships to 2028, having been proud sponsors since 2013.

This sponsorship extension not only cements AIB's support of Gaelic Games, but also underpins its commitment to a further five years of showcasing our national games through innovative sponsorship campaigns that evolve in line with the modern game, and which champion the players and engage fans and communities nationwide by celebrating all that is unique about Gaelic Games.

Like the GAA, AIB is embedded in communities across the country. In our 30 plus years as sponsors of Gaelic Games, AIB has taken pride in our backing of our national sports: from the drive of communities involved in the GAA and Camogie Club Championships, to the joy that the GAA All-Ireland Senior Football Championship brings to crowds across Ireland every summer. AIB are excited by the next five years of this successful partnership.

Societal & Workforce Progress

Sustainable Communities continued

Our People Making a Difference in Their Communities

While our Community Framework aligns with the Group's strategic priorities, we also empower our employees to support causes and issues that matter the most to them and their local communities.

In 2023, we refreshed our approach to Employee Giving, making it easier and clarifying the availability of additional AIB funding. Every employee or team can apply for a one-off annual AIB Community Employee Giving donation for their registered charity. This donation is to encourage and support employee fundraising and ensure that employees can contribute to their local causes.

Every employee can also take two days' Volunteering Leave each year, which they can do collectively as a team, or individually, for the causes that matter to them. In 2023, AIB employees spent a total of 3,600 hours volunteering.

While many people took the opportunity to volunteer with our community partners – helping to manage deliveries at a FoodCloud Hub, or mentoring a fourth-year class for the It's My Business programme, for example – others wanted to support causes close to their hearts, like the CTO Finance team, who volunteered with the Dublin Society for Prevention of Cruelty to Animals (DSPCA) in June, walking dogs, mucking out horses and generally helping out with all of the animals that have been surrendered or rescued. Others still aimed to marry their skills and experience with volunteering opportunities, like the Branch Sales & Digital Performance and Cost Management team, who volunteered at Raleigh House in July. A purpose-built older persons' scheme, the residents of Raleigh House were all provided with personal iPads, so our team spent a day offering assistance and addressing any digital queries, providing support, tea and chats.



AIB team volunteer in Dublin hub with FoodCloud.



AIB colleagues carrying out a beach-clean with Flossie (Marine Environmental Charity)

Here's what some of our colleagues had to say about their chosen volunteering activity:

"I had the pleasure of working in Jack & Jill's charity shop and thoroughly enjoyed it. I have volunteered to work there going forward on my own time. They were amazing and so delighted to have us helping. Thank you so much for the opportunity"

- Deborah O'Hara, Phone Banking, volunteering with the Jack & Jill Children's Foundation

"What a super day. Having driven from Dundalk to do my volunteering I couldn't have had a better day. The team were such a lovely crowd who gain joy and happiness out of their volunteering. I think we all gained something from yesterday's experience and came away feeling that even the small bit we did yesterday made a difference. I for one will look to volunteer a second day and personally I'm going to see if I can offer a few hours every month locally within my own town."

- Susan McEvoy, Risk & Control, volunteering with KARE

Societal & Workforce Progress

Sustainable Communities Case Study

Case Study:



Supporting Recovery Haven Kerry through the AIB Community €1 Million Fund

Recovery Haven Kerry was just one of the 80 recipients of the 2023 AIB Community €1 Million Fund, having been nominated by both AIB customers and employees.

A volunteer-led, community-based organisation based in Tralee, Recovery Haven Kerry provides a range of psychological, emotional and practical support to cancer patients, their families and carers.

AIB's support in 2023 will increase the vital support the organisation can provide to its clients, including the creation of new facilities.

Since its founding in 2009, by breast care nurse Marian Barnes and a group of committed volunteers, Recovery Haven Kerry has provided support services to more than 5,500 people. The organisation supports people to live well with and beyond cancer, with services provided by a small team of professionals, trained therapists and volunteer listeners led by a cancer nurse.

The €31,500 secured from the AIB Community €1 Million Fund will support the training and further development of Recovery Haven Kerry volunteers, while also facilitating the provision of new services and facilities.

Volunteers are the first point of contact for new clients, taking information, carrying out follow-up support calls and generally assisting in the day-to-day running of Recovery Haven Kerry cancer house. Each prospective volunteer must complete an 18-hour training programme to ensure they have the requisite skills, knowledge and confidence to undertake their role. As well as this, all volunteers are required to update their certification in first aid, manual handling and fire safety.

AIB's support will enable volunteers to upskill and train existing volunteers to be group facilitators in courses such as Cancer Thrive and Survive, Building Better Caregivers, Climb (Children's Lives Have Moments of Bravery) and Cubs (Children United in Bereavement). The funding will also support the finishing of a building extension, providing a dedicated play therapy room and sensory space in the garden. Access to this sensory garden will help children develop life skills, including emotional regulation and self-reliance. And it will also enable Recovery Haven Kerry to expand the provision for mental health and wellbeing supports for children, parents and families, including children with a cancer diagnosis and children who have a significant person in their lives with cancer.



Recovery Haven, Kerry team with Stephen Stack, AIB

“The AIB Community €1 Million Fund will make a significant impact for Recovery Haven Kerry cancer support house.”

**Gemma Fort,
Manager at Recovery Haven Kerry**

Stephen Stack, AIB's branch manager in Tralee, Co. Kerry said: “At AIB, we feel very strongly about being part of the communities we operate in, not just by providing financial services but through the AIB Community €1 Million Fund. We are delighted to support Recovery Haven Kerry because we know the real difference they are making in peoples lives.”

Societal & Workforce Progress – Ambition

In 2024 and beyond, our focus will include the following:

Economic and Societal

- Progressing our Customer Credit Transformation Programme (CCTP), facilitating faster decision-making and modernising the digital experience for our customers.
- Offering enhanced financial security to an increasing number, and variety, of customers via Goodbody and AIB life.

Supporting Customers

- Appoint a Chief Customer Officer to drive improved customer experience using customer insights and data, and to align strategy, channels and propositions to develop and market future solutions.
- Continue work on improving the onboarding customer journey, removing paper-based applications.

Our Colleagues

- Building a strong and diverse talent pipeline enabled by enterprise agility, talent mobility and targeted development career experiences and

empowering our people to navigate, direct and grow their career journey in AIB in line with our strategic business goals and the future needs of our business.

- Fostering an enhanced employee experience in a hybrid environment, cultivating engagement and connection through a strong programme of engagement, wellbeing and inclusion initiatives, and the continued promotion of a culture of universal inclusion across the organisation.

Sustainable Communities

- Continue to support our community partners FoodCloud and GOAL for a further three years

and through this support, we will continue to enable both partners to develop their support for their communities.

- Working alongside our education partners, we will ensure that our support will enable innovation, particularly across sustainability. With Innovate for Ireland as one of our leading programmes, we will roll out a programme to support our leaders of the future.
- Connect our customers to the community organisations that matter to them most through the 2024 AIB Community €1 Million Fund and through our AIB Mobile App.