

LABOUR RELATIONS

As well as the industry outlook, relations with the Trade Unions are also regulated by the Labour Relations Protocol, which has made it possible to develop a specific trade union relations model in the Intesa Sanpaolo Group. Dialogue with the Trade Unions regarding company projects is ongoing, prompt and aimed at identifying shared solutions to the various requirements that come to the attention of the Parties from time to time.

This also takes place in accordance with trade union representation in Italy (77.84% of current employees), in line with national representation in the sector. 43 agreements were signed in 2018, dedicating plenty of space to define an integrated welfare system characterised by heavy investment and innovative initiatives in the area of work-life balance, inclusion, non-discrimination and sustainable development.

These results were achieved thanks to the activities of the Welfare, Safety and Sustainable Development Committee. This bilateral body, which adequately represents both the company and the Trade Unions, is supplemented each time by technical experts that are able to offer specific expertise on the issues in question. In 2018, also in accordance with and in support of the new Business Plan, the Committee promoted a series of measures and actions that contributed significantly to the renewal of numerous agreements pertaining to the Group second-level collective bargaining agreement. In particular, the agreements of August 2018 guaranteed both the continuity and innovation of the reference regulatory framework of the entire Group, maintaining a strong focus on people.

The Time Bank, Flexible Work and the various initiatives for the development of policies and tools to address problems relating to the area of disabilities, and to promote the culture of inclusion, are just some examples that define and characterise the overall direction that the second-level collective bargaining agreement has been going in for some time. Within the overall process to renew the second-level collective bargaining agreement, there was also an evident desire to apply a new long-term incentive plan (LECOIP 2.0) – connected with the 2018-2021 Business Plan and following on from the previous Plan – to all Group employees: once again, the introduction of this incentive scheme was based on and guided by the principles of inclusiveness, merit and cohesion.

Employee growth and development

COMPANY POLICIES

The enhancement of human resources and the principle of excellence based on the recognition of merit are defined in the Group Code of Ethics and Remuneration Policies.

Dedicated platforms make it possible to implement structured performance assessment processes and to map skills and professional growth paths. Specific Guidelines define the performance assessment system for employees in Italy and abroad, which is characterised by indicators that gauge the quality of working performance and contribute to the creation of a management dashboard available to heads which is used to accurately and specifically guide managerial actions as regards the growth and development of employees.

The Remuneration Policies regulate the Group's remuneration and incentive systems, being based on the principles of: aligning the conduct of employees at all levels with the strategic objectives of the 2018-2021 Business Plan; merit, ensuring a strong connection with performance and the distinctive contributions made; sustainability, to minimise expenses as per the Group's strategies; and impartiality, which as well as promoting virtuous conduct, also makes it possible, through the adoption of a Global Banding system, to align remuneration based on the level of responsibility and company area.

In terms of diversity, the Code of Ethics promotes the specific qualities of each employee, recognising their key contribution towards innovation and the growth of the Group. At the same time, it guarantees equal opportunities in terms of professional growth and development and access to training courses and refresher and role assignment initiatives. In order to recognise the diversity of everyone's lifestyle choices and gender identity, specific company policies have been introduced to define the framework for the extension of company benefits to same-sex unions.

PEOPLE AND DIGITAL TRANSFORMATION

Intesa Sanpaolo has identified People and Digital Technology as key enablers for the achievement of the goals in its 2018-2021 Business Plan.

To this end, the three-year Digital & Data HR Transformation plan was launched with the aim of digitising human resources services and therefore making them easier and more transparent, harnessing the Group's vast data archive and making it easier to use for managerial and strategic purposes.

This digital transformation involves all Intesa Sanpaolo employees and also seeks to increase the knowledge of employees, thanks to data and information integration, as well as to develop individuals as best as possible, supporting the heads and the central management functions in their strategic decisions and HR management.

This therefore makes it possible to promote and support the change with effective, ongoing, profiled and social communications with a single point of access, and to optimise the work of employees in the HR functions, freeing them of administrative activities for the benefit of relationships.

#PEOPLE: THE PORTAL FOR THE PEOPLE OF INTESA SANPAOLO

The launch of #People, the new services and processes portal for Group employees, is an important step in the digital transformation process. Online since July 2018, it is the space dedicated to all people of the Intesa Sanpaolo Group. #People is a way of getting to know others better, simplifying and digitising processes and services, promoting intragroup mobility and bringing the HR functions increasingly closer to employees. A number of services were launched in 2018, including a personal profile where each employee can talk about themselves, their ambitions and experience, find their personal, contractual and salary information, as well as performance assessments, and access Jobs@ISP, the internal job marketplace with professional opportunities for all Group personnel, LECOIP 2.0 and the POP (Performance-based Option Plan), so they can see the value of their personal investment plan at all times. In addition, multimedia information is also published on #People to always keep employees up to date on events and major news. The portal dedicated to the people of Intesa Sanpaolo will continue to grow to provide increasingly simple, effective and digital services, and to free people of administrative activities so they can concentrate on business, interpersonal and greater value-added activities.

Employee Central – ISBD People Data is the application introduced in 2018, dedicated to the International Subsidiary Banks which consists of a database containing the most important personal and professional information on around 20,500 employees from nine Subsidiaries in ten countries within the area managed by the International Subsidiary Banks Division. It was one of the first modules implemented in the Digital Data HR Transformation process, and its main goal is to provide an up-to-date source of data for the development and creation of advanced reports.

ASSESSMENT AND INCENTIVE SYSTEMS

Performer 2.0 is the performance assessment system adopted by the Intesa Sanpaolo Group across all of Italy. The structure dedicated to managing this process is Performance Management, part of the People Management & HR Transformation Head Office Department which, using the feedback received from the human resources structures of the Head Office Departments, Divisions and Group Companies, monitors and oversees the completion of all activities involved in each phase of the process.

The activity involves a comparison between the contribution of each employee in their role and the Company's expectations.

At the start of this process employees are asked to carry out a self-assessment, focusing on the effectiveness of their performances throughout the year.

The assessment forms contain qualitative performance indicators which provide a concrete evaluation of working performances, and are therefore easy for employees to understand.

The process concludes with an assessment by the manager and an interview with the employee aimed at sharing this evaluation and professional development goals.

Another tool used by managers when interacting with employees is the People Portfolio Management, which precisely and specifically shapes the actions of managers in the area of personal development issues.

Looking abroad, the new Performance Management system for the International Subsidiary Banks, the New Performance Appraisal Tool – NewPat, was developed during the year and since February 2019 has made it possible to assess the performances of all Head Office employees in the International Subsidiary Banks.

The system was given a overhaul, in order to be in line with the Group's policies in this area, and also in relation to

the IT platform designed to be integrated with the management systems of each country in the area.

The Feedback 180 project has also continued, a process which analyses the managerial performances of the heads of the structures in the Banca dei Territori Division (from Branch Managers – excluded – upwards) involving 452 participants evaluated (106 women and 346 men) by 4,562 total observers.

The roles, professional figures and relative development paths in Banca dei Territori and the Intesa Sanpaolo governance structures continue to be regulated by specific agreements with the Trade Unions which were renewed in 2018 and are fully covered by the second-level contractual structure.

The system Guidelines continue to be developed, taking into account the specific nature of the production context and the changes to the organisational and service model, on the basis of which roles, figures, development paths and relative indemnities are adapted in compliance with the instructions in the Business Plan.

SERVICE QUALITY AND EMPLOYEE INCENTIVES

The incentive system for personnel of the Intesa Sanpaolo network is intended to reward the work of the best teams and reward standout conduct, with a focus on achieving sustainable performances over the medium- to long-term in terms of profitability, expandability, credit quality, sustainable growth, service quality and a multichannel approach (measured by the so-called Composite Performance Indicator). The Bonus is awarded to up to 20% of the best-performing branches in each Business Area, on the condition that they achieve a minimum score on both the Composite Performance Indicator and the specific service quality indicator. Accounting for 25% of the Synthetic Performance Indicator, service quality is very important in determining the final score. This KPI is measured through four indices: the net promoter score and the indices of service, operational and credit excellence.

The quality of know-how is an increasingly crucial factor when it comes to success, the effectiveness of results and also when responding quickly to change. The Intesa Sanpaolo Group has therefore decided to adopt a model that enables it to identify, map, harness and develop professional know-how, to systematically collate the Group's wealth of knowledge using a reference and cataloguing tool, and to continuously fine tune, update and verify its knowledge. The aim is to enable people to share knowledge in #People, the platform on which employees can talk about their own personal and professional development.

SKILL UP FOR YOUR JOB

Through targeted campaigns, the Skill Survey project Skill Up for Your Job gathers together the know-how developed by employees inside and outside their professional spheres in a structured way. The process is organised into two stages: an initial self-assessment phase during which each employee has to indicate their skills with reference to both their organisational area and their previous professional experience, inside and outside the company, and a second step of validation by the reference manager. The aim is to complete the Skill Survey for the entire Group during 2019. The structured collection of skills will make it possible to launch targeted personal training plans based on the specific needs that emerge from the survey. The mapping and organisation of skills come together in the Skills Dictionary: a catalogue of the entire Group's know-how that provides a complete, consistent insight into the Organisation and which will also be used to implement mobility policies and plan training and development programmes.

Among the initiatives outlined in the Business Plan to maximise internal equity, external competitiveness and a culture of meritocracy, Intesa Sanpaolo has introduced a system to map the organisational positions in the company called Global Banding.

This system, based on a consolidated international methodology, objectively evaluates the relative value of different organisational roles, taking into consideration their complexity, type of influence and impact on the Group's performance.

This will make it possible to develop a framework architecture for the consistent management of HR management systems and subsequently to reward employees for their various professional skills, recognising the specific

attributes of the individual businesses and the different areas in which the Group operates.

The aim is to provide a cross-cutting view of the Group that facilitates the development of career paths, including between structures in different areas, and to make the responsibilities of each Manager easier to recognise, both internally and externally, including through a new international Titling system that currently covers around 2,500 managerial positions in Italy and abroad.

As for its Incentive Systems, the Group has both short-term and long-term Plans. With regard to the latter, two new long-term incentive systems were launched in parallel with the 2018-2021 Business Plan, in line with the changing regulatory and business contexts.

The Plans have the same timescale as the 2018-2021 Business Plan, and are tailored to different categories of the company's employees in terms of their purposes and instruments.

More specifically, to bring the Top Management, Risk Takers and Strategic Managers in line with the challenging and ambitious expected goals of the Plan, an incentive system based on performance conditions that uses an option vehicle called Performance-based Option Plan (POP) was introduced.

The POP guarantees a link between variable remuneration and the Bank's performance over time, paying out only in the event that value is created for shareholders.

Following on from the 2014-2017 LECOIP (Leveraged Employee Co-Investment Plan), the LECOIP 2.0 plan was set up for the other Managers and employees, and was warmly received by the Group's people, with over 80% of those eligible subscribing to the plan for an Initially Allocated Capital value of around 184 million euro

With the aim of rewarding all employees for their contributions to achieving the goals of the 2014-2017 Business Plan, as well as the efforts that will be required of them by the new 2018-2021 Plan, second-level agreements were signed for the pay-out of the 2018 Variable Result Bonus (VRB) and the Protection Excellence System.

The aim of the 2018 VRB is to reward the increase in profitability and productivity obtained by achieving the results of 2018, that are identified in the agreements in relation to the different company levels of reference (Group, Division, etc.).

The 2018 VRB consists of three parts linked to specifically identified economic and financial parameters and to specific clusters of the Group employees:

- The basic bonus, for every company level, role or seniority level, is designed to reward individuals for the collective contribution made, supporting those with lower salaries as part of an internal equality policy. As an extraordinary measure, in 2018 this figure was supplemented with a component called the Welcome Bonus, an early reward paid out in 2018 for the efforts that will be required to meet the profitability goals;
- The additional bonus, which recognises the contribution made to achieving the results of the relevant department, and varies according to role or seniority and professional category;
- The excellence bonus, which rewards individual merit and the distinctive contribution made to achieving the team's results.

The agreements also gave every employee the option to convert the basic bonus into shares. In addition, confirming the importance that the issues of assistance and services for families and work-life balance have in the Group's policies, employees once again have the option of requesting that all or part of their 2018 VRB be recognised in the form of welfare services, taking advantage of the opportunities that the tax regulations in the area of workplace productivity remuneration offer employees year by year. The agreements of 4 May 2018 between the Company and the Trade Unions with regard to the 2018 VRB and LECOIP 2.0 also allowed recipients of the 2018 VRB, among other things, to invest the shares originating from the conversion of the VRB share in question called Welcome Bonus in the new Certificate, paid out ahead of the 2018 VRB in June of the same year, for which the employee, on the basis of the agreement could exercise the option of conversion into shares. On subscribing to the LECOIP 2.0 investment plan, employees also received additional free shares called – matching shares – commensurate with their role or seniority.

In July 2018, the funds were invested in the LECOIP 2.0 Certificates which expire in March 2022, when people will not only be able to benefit from the sums invested and the discount on the matching shares initially assigned to them, but also from the yield on their overall investment, calculated exclusively on the basis of the increase in the Intesa Sanpaolo share price.

The Protection Excellence System (PES) is designed for employees in the Sales Network, and aims to reward business results in the Protection area, in accordance with the goals of the new Business Plan as regards the non-life business.

The setting out of the union agreements that underlie the creation of the VRB, PES and LECOIP 2.0 is overseen by the Labour Policy functions in collaboration with Remuneration Policies and Systems functions. However, the process is managed in coordination with the aforementioned functions by the Head Office HR departments across the country, to guarantee the fairness of the assigned objectives and the correct awarding of the identified bonuses.

TRAINING

Through the Development Policies and Learning Academy Head Office Department, the Group provided training and development activities for all Group employees, developing innovative multichannel methodologies that maximise learning accessibility and flexibility.

The training solutions are based on the key skills for each role/position, and prioritise digital channels with quick, simple and interactive engagement methods, supporting all learning and development approaches.

The approaches supported in particular concern the acquisition of new knowledge and skills in the context of the major transformations taking place that change the Group's roles and service models.

On the whole, the training activities provided over 9 million hours of training. In 2018, there was a further reduction in classroom activities due to the continuation of the digitisation of training which prioritises remote channels over traditional ones. During the year, the digital training platform Appendo gained a foothold, and continued to develop and disseminate a wide range of digital content in different formats (video, audio, graphic, text) and with various learning purposes, and this was combined with short films of just a few minutes produced on the basis of highly structured rationale, methods and techniques. Content is accessible anywhere and anytime on all company devices, but can also be accessed at any time from other devices.

In 2018, access to the platform was extended to 67,900 employees in Italy and 1,600 non-domestic employees. To do this, around 320 priority roles were identified, with digital training developed and provided to them in Italian and English. In 2018, the platform supplied over 2,700 training tools, with around 69,500 users, and was accessed a total of just under 30 million times. Together with topics in regulatory fields, the platform provided specific content on subjects strictly connected with work activities, but also on soft skills like the organisation of working activities or proactive approaches to developing business opportunities.

In 2018, the new Business Plan consolidated the mission of the School of Managers App which provides to over 7,800 Managers and Talents the tools they need to keep developing. During the year, the School of Managers promoted internationalisation with the involvement of the Heads of the International Subsidiary Banks and those that reside abroad, a total of over 1,000 people.

Developed to provide management training content, the App was enhanced from a numerical, linguistic and content perspective in both the management and cutting-edge areas.

For example, the managerial content included the Feedback, Loyalty, Collaboration, Conflict, Aptitude and Storytelling sections, while in terms of cutting-edge issues, the Circular Economy, Robo Advisors, Digital Payments, Cyber Security and Artificial Intelligence were touched upon.

To increase familiarity with the guidelines of the Plan, the original content published on the App was reorganised in the Frontiers of the Plan section, which also contains in-depth video interviews featuring the Bank's Executive Managers. In 2018, the App had over 6,100 users and more than 560,000 views, with an average rating of 4.2 (on a scale from 1 to 5). School of Managers was used by the IT, Digital & Innovation Area to launch the Change Management programme with an integrated range of tools and content released via the app, and with phygital and one-to-one events to support Managers during a complete process of change and managerial growth.

With regard to future leaders, in 2018 School of Managers contributed to the International Talent Program with learning and development initiatives. Participants took part in both physical and digital activities through content in dedicated apps, a combination that resulted in strong levels of engagement.

One example was the Banking Foundations Training, a 4-module course in English that provided participants with an insight into the basics of banking and future trends through the accounts of people that work both inside and outside the Bank. In addition, through experiential workshops the Group's talents were able to hone their managerial skills (such as learning agility, effective communication and entrepreneurship) and developed a medium-term vision of areas relating to cutting-edge technology.

The participation in flexible home training continued in 2018. Smart Learning allowed all Branch Managers, Coordinators and Managers of the Retail and Corporate Areas (over 29,000 people) to exclusively dedicate time to their professional training for a total of over 5,000 days of training provided during working hours, also thanks to the distribution of around 9,500 shared branch tablets.

TALENT DEVELOPMENT

The formats for the hiring and recruitment of young talent continued to be implemented in 2018. Make it Real is the brand with which the Group has chosen to reach out to Millennials, offering them company business game experiences supported by internal tutors and managers, which end with the best talents joining the company. In 2018, eight editions were organised and customised in line with the needs of the company structures that requested them. Meanwhile, December 2018 saw the launch of the first contest for recent graduates, "Find your Talent", consisting of an inter-divisional and international training course forming part of the International Talent Program. The International Talent Program (ITP) has established itself as one of the most important talent development initiatives at a Group level. Launched in 2017 to develop a new generation of managers with an international outlook, the programme is aimed at a target group of employees who are professionals or

middle management. The key element of the programme is its personalised development courses of 3-5 years. Each course consists of inter-functional, inter-divisional and international work experiences, each of which lasting at least a year. The aim is to develop new skills – technical/specialised, behavioral and managerial – and an overall vision of the Intesa Sanpaolo Group.

All participants in the programme supplement their professional activities with involvement in specialist and managerial training initiatives in English in collaboration with leading Business Schools, international workshops focused on innovation, and project work initiatives closely related to the Group's business areas.

For each talent there is a sponsorship programme for the entire duration of the course, with the direct involvement of Group Senior Managers.

The first edition of the ITP is currently taking place, with over 100 people from across the Intesa Sanpaolo Group gradually completing their first rotation experience. In addition, the selection process for the second edition of ITP began in June 2018, and involved over 1400 employees identified on the basis of objective criteria.

The completion of the selection process in December 2018 made it possible to identify around 100 other new participants, for whom personalised development courses will be put together. This is an important step forward with regard to the Business Plan goal of developing talent, with the aim of strengthening the international middle management community through the involvement of around 500 employees by 2021.

INCLUSION AND DIVERSITY MANAGEMENT

The new Diversity & Inclusion structure was set up within the Chief Operating Officer Governance Area in December 2018. The aim is to foster an inclusive approach in the Company, incentivising the respect and appreciation of diversity and enhancing the assets of multiculturalism, experiences and the qualities of the Group's people.

The company population is fairly evenly spread between male and female employees (47% men and 53% women). There are over 14,000 female managers (executives and middle managers) in the Group, representing 28.7% of all female employees, largely in line with the 2017 figure.

Women managers account for 38.9% of all managerial staff.

The 2018-2021 Business Plan focuses on the issue of gender equality, introducing the Diversity & Inclusion objective into the assessment system of around 900 Intesa Sanpaolo Group managers. This objective entails the promotion of female talent to enhance the skills of the female workforce through specific initiatives, and accounts for 10% of the total evaluation. In terms of diversity and inclusion, Intesa Sanpaolo seeks to introduce personal development and management policies based on fairness and free of all kinds of discrimination. Inclusion and non-discrimination are values that underpin all corporate projects and instruments aimed at improving the Group's performance, cultivating talent and contributing to the work-life balance of all employees.

The theme is far-reaching and therefore involves various structures both in terms of the assessment of ongoing projects and the planning of new activities. Promoting diversity is first and foremost a managerial and organisational issue with specially designed initiatives to reward merit, promote a work-life balance, and support the return of employees after maternity/paternity leave and long absences. Paying particular attention to inclusion practices, in 2016 the Welfare, Safety and Sustainable Development Committee (a bilateral company-trade union body) focused on the management of age diversity and the problems that may arise from extending employees' working life in terms of professional development and integrated welfare policies.

As part of the process to renew the Group's second-level collective bargaining agreement, integrating the analyses, detailed studies and proposals formulated by the Welfare, Safety and Sustainable Development Committee, Intesa Sanpaolo and the Trade Unions signed a specific inclusion agreement in 2018. This agreement, reflecting the forecasts of the 2014 Protocol and supplementing the content of previous agreements in this area, plans to introduce a set of tools and solutions aimed at guaranteeing the correct and careful management of staff with disabilities from the moment they join the company through specially designed training courses for example, as well as supporting employees dealing with disabilities, illness or particularly difficult periods in their lives. The inclusion agreement also sets out the launch of two trial projects: one seeks to encourage people diagnosed with autism or autism spectrum disorder to perform data entry activities on behalf of Intesa Sanpaolo, through a specialised association, while the other entails work-study initiatives for pupils with intellectual disabilities, with the goal of potentially including them in the aforementioned work project.

These projects will be partly funded by the "Arrotonda Solidale" ("Round-down Solidarity") initiative, that sees for the contribution, on a voluntary basis among all employees, of the residual amount collected from rounding down the net monthly salary to the closest euro. In turn, the Company will contribute the remaining cents to make the contribution per employee a total of one euro.

In 2018, there were new hires of people with disabilities, respecting their specific requirements and tapping into their skills with the aim of including them in professional development plans.

In 2018, Intesa Sanpaolo once again received the Diversity & Inclusion Award, which is given to companies that

promote job placement policies for disadvantaged individuals, seeking to integrate them in the processes and work groups of various talents.

DISABILITY MANAGEMENT WORK GROUP SET UP

As part of the renewal of the second-level collective bargaining agreement, in August 2018 plans were made for the creation of an inter-functional work group made up of over 50 employees and coordinated by the Welfare Function, a point of reference for all issues linked with disability and illness within the company. Promoting the culture of inclusion, launching awareness and training campaigns, showcasing the skills and merits of people with disabilities and harnessing their talents, and guaranteeing the integration of each individual in the company despite there being limiting factors: these are just a few of the goals of the work group. The work group is also tasked with enhancing the welfare tools supporting individuals with disabilities and/or illnesses, on the basis of the proposals and priorities shared with the Group's Trade Unions. Completed and ongoing projects include Clouds of Solidarity, an initiative involving a group of volunteer employees in Milan, with the aim of supporting a person with reduced mobility every day as they arrive and leave their work premises. Meanwhile, in Turin, trained assistance dog Emma can accompany wheelchair users into the office, assisting them in their daily activities and helping them, for example, to pick things up and open and close doors, making them feel much safer in the process. As well as providing practical help, these examples are representative of a genuine support and social assistance network, made possible thanks to the emphasis that the Group places on these issues and the greater awareness of its people's needs, resulting in a shared sense of well-being among both those who provide and receive help.

DYSLEXIA FRIENDLY COMPANY CERTIFICATION

Launched in 2017 in collaboration with the Italian Dyslexia Foundation, the project achieved an important milestone in 2018: in December, the Intesa Sanpaolo Group was awarded the Dyslexia Friendly certification. The process of obtaining this certification consists of different stages, with the creation of an inclusive work environment requiring understanding and knowledge. Beginning with the collection and subsequent analysis of information on the Bank's characteristic business processes, the next stage involved training meetings for employees in the various structures involved. The best practices, tailored to Intesa Sanpaolo on the basis of the analysis performed, were compiled together in a Guide. Intesa Sanpaolo is one of the few companies in Italy to have taken part in the DSA Progress for Work project, which in Italy represents the first genuine effort to support companies and people affected by dyslexia, for the interests of both parties. The goal is the positive integration of people with dyslexia and other specific learning disabilities in the working world, as well as ensuring to harness their potential.

The Group firmly believes in respecting and enhancing diversity as a fundamental value for innovation and growth. For this reason, it is particularly active in supporting external initiatives on inclusion and gender diversity, and participating in various studies with the aim of measuring and monitoring its position and identifying any gaps that need filling. Intesa Sanpaolo continues to support Valore D, the association of businesses that promotes diversity and female talent and leadership for the growth of companies and the country. In one respect, the partnership is an ongoing opportunity to spread and develop the culture of inclusion through participation in numerous training initiatives, in courses aimed at developing skills, networks and careers, and in cross-company mentoring programmes, as well as in programmes for forming a dialogue with other companies. In addition, from a social commitment perspective, Intesa Sanpaolo continues to sponsor Inspiring Girls Italia, a project dedicated to lower secondary school pupils aimed at building their self-confidence and helping girls in particular to overcome the gender stereotypes that can hinder them in achieving their dreams and ambitions.

With regard to the International Subsidiary Banks, following the signing of the Diversity Charter in Croatia in 2017, PBZ, through various initiatives, strengthened its awareness activities in the area of diversity and inclusion within the day-to-day operations of the bank. One of these was the "How our diversity enriches our work environment" competition, which involved 160 employees with the aim of discovering and promoting the teams which in their daily activities collaborate and achieve positive results while respecting different points of view, ideas and other differences.