



Retention, enhancement, diversity and inclusion of the Group's people



Retention, enhancement, diversity and inclusion of the Group's people

RELEVANT ISSUES

People and digital transformation	page 161
Assessment and incentive systems	page 162
Training	page 163
Talent development	page 164
Diversity and inclusion	page 165

WHY THESE ISSUES ARE RELEVANT

Like the previous plan, the 2018-2021 Business Plan identifies the Group's people as key for the consolidation and continuing growth of the Bank. Thanks to their professionalism, their range of expertise and their growth paths, together with the important technological investments launched to be ready for the digital challenge, the Intesa Sanpaolo employees continue to ensure the excellent quality of customer services and the fulfilment of the Plan's goals, as well as to deal with the COVID-19 emergency situation. The enhancement of the Group's human resources therefore plays a crucial role, including through the promotion of training and merit, as well as attention to the issues of diversity and inclusion.

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2021 Actions/Results (cumulative value since the start of 2018)	2021 objectives
Retention, enhancement, diversity and inclusion of the Group's people	Training: hours provided	<ul style="list-style-type: none"> 12.8 million hours of training (approximately 46 million hours since 2018) 	<ul style="list-style-type: none"> 46 million hours of training in the 2018-2021 period 11.9 million hours in 2021
	Insurance sector training	<ul style="list-style-type: none"> Over 240 protection specialists introduced to support branches (since the beginning of 2018) Over 1.3 million hours of training and specialisation for insurance sector growth for over 39,000 people, supporting branches 	<ul style="list-style-type: none"> Training and specialisation for insurance sector growth: around 220 protection specialists supporting branches; around 30,000 trained individuals from branches
	Loan recovery training	<ul style="list-style-type: none"> Over 11,300 training hours provided to over 9,400 employees to consolidate loan recovery 	<ul style="list-style-type: none"> Strengthening of credit recovery skills and creation of a dedicated internal unit
	International Talent Program	<ul style="list-style-type: none"> Over 320 employees involved in development initiatives launched as part of the International Talent Program since the Program began 	<ul style="list-style-type: none"> Around 500 talents involved
	Managerial assessments	<ul style="list-style-type: none"> 721 employees subject to assessment (53% men and 47% women) 	<ul style="list-style-type: none"> Career advancement paths for employees destined for managerial roles
	Employees participating in the LECOIP 2.0 incentive plan	<ul style="list-style-type: none"> Over 80% of those eligible participating in the LECOIP 2.0 Plan 	<ul style="list-style-type: none"> Strengthening Group employee involvement through long-term incentive programmes linked to the Business Plan objectives

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2021 Actions/Results (cumulative value since the start of 2018)	2021 objectives
Retention, enhancement, diversity and inclusion of the Group's people	Diversity & Inclusion initiatives	<ul style="list-style-type: none"> ▪ The Rules for combating sexual harassment were issued; a mandatory course was delivered to all Group's personnel (Italy) and training meetings were held for the functions involved in the management of reports and for all HR managers ▪ The Diversity & Inclusion Principles were incorporated abroad; ▪ The GEEIS - Diversity Certification was attained ▪ The D&I Control Room was launched ▪ The training course on Inclusive Leadership dedicated to all Managers was extended (over 1,000 employees already involved) ▪ D&I training plan aimed at different targets on topics such as: ageing, female empowerment, sexual harassment, neurodiversity, sexual orientation, parenting, disability, etc. ▪ The programme for long-term absentees was extended to all Group Structures, regardless of the reason of the absence 	<ul style="list-style-type: none"> ▪ Promote diversity and inclusion

COMPANY POLICIES

The enhancement of human resources and the principle of excellence based on the recognition of merit are defined in the Group Remuneration and Incentive Policies, in the Diversity & Inclusion Principles approved in 2020 and in the Code of Ethics. Specific tools for managers and professionals make it possible to implement structured performance assessment processes and map skills. The Group's Remuneration and Incentive Policies aim to align the behaviour of the staff with the interests of all Stakeholders, guiding their action towards the achievement of sustainable medium-long term objectives within the framework of the prudent assumption of current and prospective risks, as well as to contribute to making the Group an "Employer of choice" for its ability to attract, motivate and retain top resources. Designed to respect regulatory requirements and based on correct relations with customers, the Policies link wages to risks undertaken, aligning the remuneration systems with prudent financial and non-financial risk management policies. In addition, the Policies are inspired by the principles of merit, rewarding outstanding contributions and guaranteeing a close relationship between bonuses and results achieved/risks taken, the principles of equality in both internal and external terms, the principles of gender equality and sustainability, making it possible to limit expenses to values compatible with the Group's economic and financial liquidity.

The Principles on Diversity & Inclusion and the Code of Ethics in terms of diversity enhance 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. The Diversity & Inclusion structure, created at the end of 2018 within the scope of the Chief Operating Officer Governance Area, pursues the mission to promote all forms of diversity that coexist within the Group: gender, generational differences, disabilities, sexual orientation, cultural, ethnic and religious differences.

PEOPLE AND DIGITAL TRANSFORMATION

People and digital transformation were key enablers in the Intesa Sanpaolo's 2018-21 Business Plan. In 2021 as well, the innovative approach of the Digital & Data HR Transformation Programme, concluded in 2020, allowed the continuation of the digital transformation of services and processes dedicated to employees through the co-leadership of the Chief Operating Officer and Chief IT, Digital and Innovation Officer Governance Areas, a semi-agile working method, 100% Cloud IT platforms and cross-functional teams. The main results achieved in 2021, including through the #People portal, include, in particular, the completion of the onboarding of former UBI employees launched at the end of 2020: around 15,000 people were guided through the stages of a process designed to ensure clear orientation and support rapid and full integration; the activation of the onboarding process for the new hires of the IMI Corporate & Investment Banking Division. The new onboarding model was activated in the form of a pilot project with the aim of being extended during 2022 to the other Group Structures.

Employee Central – ISBD People Data is the tool dedicated to the International Subsidiary Banks which consists of a database containing the most important personal and professional information on around 20,000 employees from 9 subsidiaries within the area managed by the International Subsidiary Banks Division.

#PEOPLE: THE PORTAL FOR THE PEOPLE OF INTESA SANPAOLO

Launched in 2018, this is the space dedicated to all Intesa Sanpaolo Group people. From the portal all employees can access their personal profile, which contains their main personal details together with their CV and a space for introducing themselves and sharing their professional ambitions, and the LECOIP 2.0 and POP (Performance-based Option Plan) section to keep track of the Plans. There are also sections dedicated to Personal Services, which include over 300 products and initiatives offered to Group's people, to internal mobility, such as Jobs@ISP, the internal job marketplace with professional opportunities dedicated to all Group personnel and Next, the Intesa Sanpaolo placement and reskilling programme. #People also includes the Performance Management and News area, as well as multimedia information to keep the Group's people up to date on the most important events and news. In addition, two Apps connected to #People and HR systems were also developed: the #People App for mobile devices and the Feedback App, connected to the Group's Performance Management system, which makes it possible to easily share feedback between managers and employees. 2021 saw the release of a programme called "Next Way of Working", which launched digital awareness-raising initiatives aimed at the entire company population, with concrete suggestions and good practices for the adoption of inclusive behaviours in a context of widespread remote working. The "Next Way of Working" programme also involved the activation of a new time management and slot booking tool which made it easier and more effective to organise team work, thanks to real-time sharing of planning and a monitoring option through dashboards and specific KPIs; in this context, an initiative was also launched aimed at expanding the opportunities for discussion and feedback between managers and employees, enhancing the current feedback tools with "Task Management".

Furthermore, in December 2021 an initial phase was launched for the inclusion in #People of the chatbot Ellis, a virtual assistant with which users can dialogue to make it easier to search for information and request administrative services, thanks to the introduction of artificial intelligence solutions.

In the context of the next Business Plan and with a view to continuing to provide increasingly effective and digital services, #People aims to become a one-stop source of all HR contents and services for Group's people.

ASSESSMENT AND INCENTIVE SYSTEMS

UpPER is the performance assessment system adopted in 2019 to meet the new development challenges. Supported by a digital system, it places the focus on every single individual, emphasising their specific role and contribution. The performance assessment is based on three indicators, shared between managers and employees at the start of the year. In order to foster continuous dialogue, during the assessment cycle managers can provide employees with feedback on the indicators that have been assigned, also thanks to the use of a specific App, enabling them to receive notifications of relevant training initiatives.

For the Group's Risk Takers and Middle Managers the assessment system adopted is known as Managers' Performance Accountability and is based on objective and measurable qualitative and quantitative KPIs identified in accordance with the goals of the Business Plan.

As for the International Subsidiary Banks, the New Performance Appraisal Tool - NewPat - was launched in 2018. This tool provides performance evaluation of all the employees from the head office departments.

Furthermore, 2021 saw the introduction of the Network Incentive Model - NIM, a tool dedicated to the assessment of branch personnel working in 3 pilot banks (PBZ, ISP BiH and ISP Slovenia), which will be followed by a gradual release on the other Banks.

In line with the Business Plan, Intesa Sanpaolo continued to apply the so-called Global Banding mapping system for organisational managerial positions within the company, which objectively evaluates the relative value of different organisational roles and represents in a more organic and objective way - both externally and internally - the responsibilities of each Manager, also through the adoption of an international title valid for managerial positions in Italy and abroad. With reference to the enhancement of professionals, Intesa Sanpaolo completed the experimental phase of the professional title allocation project and began the phase of extending the model to the remaining Head Office Departments, where the professional roles are not specifically identified. The Professional Titling project is aimed at enhancing the level of professional contribution provided in the context of one's profession, progressive skill specialisation as well as introducing an alternative people development system to the managerial one. Furthermore, in order to feed the managerial growth pools, in line with Global Banding, the portfolio of potential Assessment initiatives and the related Policy were updated. In 2021, over 700 employees were involved in Assessment initiatives, equally distributed by gender.

As for its Incentive Systems, the Group has both short-term and long-term Plans for the entire workforce. More specifically, for the Group's Risk Takers and Middle Management there is an annual Incentive System connected with the Managers' Performance Accountability system and, with reference to the International Subsidiary Banks, with NewPat according to which a bonus is awarded upon the fulfilment of certain goals in accordance with the rules outlined in the Remuneration and Incentive Policies.

In this Incentive System, the ESG dimension was strengthened through the introduction of a specific and structured KPI assigned to the CEO and to approximately 2,100 managers (in Italy and abroad) in line with the Group's commitment to the sustainability/ESG sphere (see page 43).

For the remaining personnel, in order to continue rewarding them for their contributions to achieving the goals of the 2018-2021 Business Plan, a second-level agreement was signed on 14 April 2021 for the pay-out of the 2021 Broad-based Short-Term Plan (PVR) destined for all Group's people, including former UBI Group employees. The 2021 PVR rewards the increase in profitability and productivity by confirming the principles of inclusion, merit and orientation towards sustainable results over time as set out in the aforementioned Plan and is simplified insofar as it is composed of two portions:

- Base Bonus, paid on the basis of the assigned professional role or, in the absence thereof, of the allocated seniority level;
- Excellence Bonus, paid according to distinctive individual performance and team goals.

In 2021 as well, given the persistent difficulties caused by the COVID-19 emergency, employees who were absent for long periods of time continued to be eligible to participate in the Plan. In addition, confirming the importance attached to the issues of services for families and work-life balance, employees once again had the option of requesting that all or part of their 2021 PVR 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. In line with the strategic objectives, the Protection Excellence System (SET), dedicated to the personnel of the Network involved in the offer of insurance products, was also confirmed for 2021. Finally, with the agreement dated 26 July 2021, the Insurance Division personnel was paid a Variable Additional Bonus (PAV) and a Social Bonus.

SERVICE QUALITY AND EMPLOYEE INCENTIVES

The Excellence Bonus for personnel of the Intesa Sanpaolo network rewards the work of the best teams and 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, customer satisfaction and a multichannel approach, in any case taking into account the quantitative assessment. Upon meeting certain KPIs, the bonus is awarded to 20% of the best branches in each Sales Region.

In order to protect customer rights and interests, it should be noted that the Incentive Systems dedicated to personnel operating in the Group's sales networks do not include any economic-financial KPI based on the distribution levels of a specific product/service. Furthermore, for the purpose of achieving the objectives, only transactions that comply with the customer profiles are taken into consideration.

In addition to these instruments, the Group has put in place long-term Incentive systems that have the same timescale as the 2018-2021 Business Plan and are tailored to different employee clusters in terms of their purposes and instruments. More specifically, to bring the Top Managers, Risk Takers and Key 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 launched in 2018. Following on from the 2014-2017 LECOIP (Leveraged Employee Co-Investment Plan), the LECOIP 2.0 plan was launched as from 2018 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.

TRAINING

In 2021 the Development Policy and Learning Academy Head Office Department continued to implement innovative training models and methodologies, geared towards all Group's employees and conducive to promoting a multichannel approach that makes learning as simple and flexible as possible through the use of the different Platforms (Apprendo, Myla and Management School). The strong remote working and training experience gained in 2020 due to the pandemic was capitalised in 2021 by continuing the use of remote channels for synchronous and asynchronous training.

In 2021, the Group's people were very positive about the training with satisfaction levels of 87% for digital training and 97% for live training.

The Training Dashboards, available for HR Supervisors and Managers, have become a consolidated tool that allows to gain an overview of the Group's people training progress.

On a thematic level, the mandatory training provision for Group's people was extended and updated, based on the guidelines set out in the new Code of Conduct. New digital contents were published on the subject of Legislative Decree 231 and cybersecurity, the latter area considered to be extremely significant, also given the continuation of the health emergency. There was a number of ESG training initiatives aimed at the IMI CIB Division, Intesa Sanpaolo Private Banking and the rest of the Group (see page 49).

In the context of Diversity and Inclusion, in line with the 2018-2021 Business Plan, initiatives were provided on various topics (with the involvement of over 1,000 Managers through Management School), such as female empowerment and the dissemination of the ageing culture.

2021 recorded significant growth in the use of the Knowledge and Roles Model and the associated tools, which by providing a snapshot of the existing know-how and professional roles within the Group, enable various HR processes (such as Professional Titling, people training and development).

In 2021, Management School assisted over 7,900 Managers and 300 Talents with a wide range of initiatives. Listening to the Managers' needs was the starting point for delivering initiatives tailored to the needs related to the new context: 96 managers were involved in Digital Shadowing, aimed at improving performance in the management of remote meetings, 567 in Distance Tutoring and 220 in Coaching courses as well as various personalised programmes. These include the Take Care of* to guide over 300 former UBI Managers through an accelerated integration into the Group, a development process dedicated to recently appointed managers and a sharing initiative aimed at the first 70 Managers who are engaged in the experimental phase of the Next Way of Working.

The K-Hub programme was launched, the first internal Business School which in 2022 will allow 35 high-potential Managers to experience management development and gain an insight into strategic issues of relevance to the next Business Plan. The Business School, in its international capacity, involved around 1,000 managers of the International Subsidiary Banks in 5 editions of Digital Talks on global topics, and launched a journey of meetings on ESG issues for them. It also provided 220 English language courses for 230 Managers, part of an internationalisation goal.

The Management School App was enriched with 270 new learning objects, for a total provision of 960 contents also dubbed in English, and achieved an 81% adoption rate and 98% satisfaction rate. Digital planning was focused on the managerial conditions of the new working context and on strategic issues for the Bank: sustainability, Diversity & Inclusion issues, technological evolution in the workplace and the transformation of professional areas and business models.

As part of the Impact initiatives, the three-year Z LAB project continued to develop transversal skills and to provide students with career guidance. Intesa Sanpaolo provided the students with digital environments based on interactive dynamics, experiential workshops, project work and the digital culture so they can discover and think about the world of work. Students work, assisted by a team of tutors who oversee the workshop activities full time. Over 2,810 students have been involved to date in the approximately 150 courses launched in 22 Italian cities, either in the classroom or online. 2021 saw the addition of the Futurità (Futurity) project dedicated to pupils in the third and fourth years of secondary school, aimed at facilitating the development of the sustainability culture, bringing new learning tools into the classroom to help students understand the mechanisms underlying sustainable economic development strategies. The Futurità project provides support to the teaching of civic education and has PCTO value (former school-work project). The 1st edition of Futurità, held in the 2020/21 school year, involved 73 classes and over 1,500 students.

TALENT DEVELOPMENT

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 and professionals with a transversal culture and an international outlook, the Programme is aimed at a target group of employees who are professionals or middle managers. 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 indicatively at least a year. The aim is to develop new skills - technical/specialised, behavioural and managerial - and an overall vision of the Intesa Sanpaolo Group. All participants in the Programme are involved in specialist and managerial training initiatives in English in collaboration with leading Business Schools, in international workshops focused on innovation, and in 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 ITP edition, launched in 2017, with the definition of the placement of 97 employees in managerial or high-level professional roles is nearing completion. The second edition, launched in 2019, involves the rotation of 105 talents throughout the Group, 3 of whom are already in the placement phase. Furthermore, the 50 Talents from UBI Banca are continuing with their tailored programme in Intesa Sanpaolo, which began in December 2020. Overall, at the end of 2021, the number of participants in the Programme is in excess of 320 Talents.

SUCCESSION PLANS FOR BUSINESS CONTINUITY

In order to ensure the security and continuity of the company's business even in the event of termination - for whatever reason - of those managers who hold significant corporate roles, the Intesa Sanpaolo Group has for several years defined and adopted rules for the management of the succession plans of Top Risk Takers (Strategic Succession Planning). These rules represent an opportunity for the Bank to enhance its human capital, with a view to strategic management of the managers' internal growth, with the aim of ensuring the constant presence within the company of the best, updated and competitive resources. Once again with a view to enhancing internal resources, succession planning is accompanied by a process aimed at identifying, managing and developing high-potential resources, which makes it possible to contribute to natural succession mechanisms, guaranteeing a constant and necessary generational turnover within the Group.

DIVERSITY AND INCLUSION

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. Women managers account for 38.8% of all managerial staff.

During 2021, the Diversity & Inclusion (D&I) Structure, reporting directly to the Chief Operating Officer, continued its promotion of an inclusive work environment, capable of welcoming and enhancing all forms of diversity. Supported by a process involving the measurement and continuous assessment of the results obtained, the Group's inclusion strategy sets the benchmark for an effective cooperation with all of the entities involved in various ways in the co-creation and development of the initiatives. In order to ensure a fruitful collaboration with all the Group structures, the D&I Operating Committee, comprising a focal point for each Division and Governance Area, continued its alignment, discussion and sharing activity, fostering a continuous exchange between the D&I Structure and all the Group's entities, with a view to conveying the various inclusion initiatives and co-planning and directing specific initiatives. The publication, at the end of 2020, of the Group's Principles on Diversity & Inclusion, further consolidated the guidelines on inclusion best practices, starting from the concrete commitments that Intesa Sanpaolo has undertaken to guarantee fair opportunities, including in a gender equity perspective, in hiring processes, promotion to senior roles, appointments to Management positions and in the succession plan for top management roles. A dedicated Control Room started its operations, monitoring compliance with the commitments set out in the Principles.

The Rules for Combating Sexual Harassment were published in 2021. This is a document that supports the Code of Ethics and the Code of Conduct in expressing the policy of firm condemnation of all types of harassment and which governs the report management process in detail. The publication of the document was accompanied by the provision of a mandatory training course for the entire company population as well as communication/awareness-raising initiatives through internal communication channels. In 2021, 2 reports were received which were handled in accordance with the process set out in the document Rules for Combating Sexual Harassment. In addition, a listening and psychological support and legal information service dedicated to the victims of sexual harassment was activated, which can be accessed free of charge and is managed by external professionals.

In order to enhance female talent and encourage the creation of fair and inclusive working environments, the development initiatives for female professionals and managers continued, including initiatives aimed at the enhancement and growth of high-potential female talents, which include job rotation programmes, shadowing, training and empowerment processes. The "Female Leadership Acceleration" programme, an assessment, training and development process aimed at women managers, with the aim of creating a community receiving customised management approaches in terms of growth, also continued.

Moreover, the programme for long-term absentees was gradually extended to all Group Structures. The initiative is aimed at forging a close relationship during the employees' absence and promoting their successful return to work.

The parenting support initiatives were aimed at both mothers and fathers: following a listening workshop on the topic of fatherhood, conducted at the turn of 2020-2021, different awareness-raising initiatives were planned. The ideas shared were the starting point for the production and dissemination of a series of video interviews with mothers and fathers belonging to the Group, who told about their experience as parents in Intesa Sanpaolo and encouraged a debate on the relationship between parenting, gender equity and managerial skills. The first "mixed" classroom of an internal training programme was also set up, originally aimed at new mothers with the aim of enhancing the skills acquired during maternity; the extension to fathers is conducive to a shared reflection on gender roles in parenting and on how to rebalance household workloads in families.

In addition, during 2021, the process launched on the theme of coexistence and enhancement of the different generations in the company continued: various Group companies were involved in listening initiatives on the different generations present in the company. The results of this activity led to the launch of mentoring and exchange initiatives between employees belonging to different generations as well as training courses for all Group's people and an awareness-raising initiative on intergenerational encounter issues aimed at managers.

In terms of sexual orientation and gender identity, the collaboration with Parks - Liberi e Uguali continued, with which Intesa Sanpaolo is partnering and with which communication and awareness-raising initiatives were planned to encourage the full inclusion of LGBT+ people. An internal document was also drafted for the definition of inclusive best practices to guide people who wish to be supported in the workplace during their gender transition process.

The value of inclusion was the subject of various training contents designed and proposed during the year, which were customised and aimed at different Group populations. The managers continued their managerial discussion meetings on Inclusive Leadership issues. These were initially addressed to those reporting directly to the CEO along with his first reporting lines, and are now in the process of being extended to all senior roles within the Group. Training contents were also designed and specifically aimed at resources working in personnel management, as well as training, communication and awareness-raising contents targeted at the entire population or at specific Group entities.

DIVERSITY AND INCLUSION AT INTERNATIONAL SUBSIDIARY BANKS

In 2021, the International Subsidiary Banks made several commitments to strengthening Diversity and Inclusion through a number of local initiatives. Among these, Banca Intesa Beograd joined the global initiative "Ring the Bell for gender Equality" organised by the Belgrade Stock Exchange and by the UN Global Compact Network Serbia, with the aim of promoting the importance of gender equality and the role of women in economic development. Alexbank joined the Egyptian Gender Equity Seal, a certification process in collaboration with the National Council for Women, aimed at promoting equality and removing gender discrimination, which focuses on four areas: recruitment, professional development, work/family balance and policies against sexual harassment. VÚB Banka was one of the first companies to sign the Diversity Charter in Slovakia, thus confirming the Bank's commitment to creating a working environment based on openness, fairness and trust and where diversity is promoted; thanks to its commitment in these areas, the Bank was awarded by Profesia.sk a silver medal for "The Employer of the Year" during the ceremony held in January 2021. Furthermore, for the third consecutive year, CIB Bank received the "Family Friendly Company" award assigned by the "Three Princes, Three Princesses Movement" Foundation for the various initiatives aimed at work/family balance for its employees, while PBZ was recognised as CEP (Certificate Employer Partner) by a specialised consultancy company, which rewards companies that adopt outstanding human resources practices, an award won thanks to the special attention paid to the promotion of D&I issues.

The Group's inclusion strategy aims to make an impact outside the Bank and, to this end, the collaboration with Valore D, a business association that promotes diversity and female talent and leadership for the growth of companies and the country, continued, along with the partnership and active participation of more than 100 company Role Models in the InspirinGirls initiative, a project dedicated to lower secondary school pupils which involves meetings with female managers from the Group with the aim of overcoming the gender stereotypes that can undermine the dreams and ambitions of schoolchildren and influence their future education choices. In order to generate a positive impact on the national social fabric and involve all areas of the Italian territory, Intesa Sanpaolo actively participates in the YEP – Young Women Empowerment Program, aimed at the promotion of female talent with a specific focus on Southern Italy. The programme, developed in collaboration with Ortygia Business School, includes a mentoring process aimed at young female students (mentees) from Southern Italy, benefiting - through individual coaching - from the experience of Intesa Sanpaolo female managers and professionals (mentors). To support women's participation in STEM (Science, Technology, Engineering and Mathematics) careers, five scholarships were awarded at five universities in Southern Italy and eight scholarships as part of the Girls@Polimi programme, to actively contribute to attract more female students in technical-scientific faculties, which offer greater employment prospects. In order to foster the values of inclusion outside the Group as well, in 2021 Intesa Sanpaolo actively participated in various events dedicated to diversity enhancement issues, including: 4 Weeks 4 Inclusion, the marathon of meetings dedicated to D&I issues which was joined by over 200 companies; the Global Inclusion event which annually brings together companies, schools and universities, civil society and the third sector; the Women's Forum G20 Italy, an international event held in Milan on the occasion of the G20 Italian Presidency and dedicated to the gender equity issue; the Girls Takeover, the female hackathon, which Intesa Sanpaolo joined for the second consecutive year as a partner.

As a testament to its continued commitment towards inclusion, Intesa Sanpaolo is the first bank in Italy and among the first in Europe to receive the Gender Equality and Diversity European & International Standard (GEEIS-Diversity), an international certification issued by the Arborus Association through Bureau Veritas, aimed at assessing the commitment of organisations to diversity and inclusion. Intesa Sanpaolo's commitment to inclusion and diversity enhancement was also recognised by international indices: Intesa Sanpaolo was included in the Bloomberg Gender-Equality Index (GEI) 2021 for the fourth consecutive year; it is also the only Italian bank, the first one in Europe and the sixth one in the world to be included in the most recent edition of Refinitiv's "Diversity and Inclusion Index", which ranks the world's top 100 listed companies that stand out for

their commitment in support of inclusion and diversity protection, ranking 50th out of over 11,000 companies, improving its position compared to the previous year. Intesa Sanpaolo is also included in the Top 20 of the Diversity Brand Index (DBI), the index that measures the perception of Italian consumers on brand ability and commitment on the subject of Diversity & Inclusion.

Trade union agreements have also taken account of the issue of diversity since 2014 with the definition of the Framework protocol on inclusion and equal opportunities, as part of the renewal of the second-level collective bargaining agreement, with the signing of an Agreement on inclusion in 2018 and 2021. As regards sexual orientation and gender identity, specific company policies were introduced back in 2014 to define the framework for the extension of company benefits to same-sex unions. As well as promoting the specific interdepartmental work group (InSUPERabili) that deals with problems connected with the world of disabilities and illness, the Inclusion Agreement also involves the launch of trial projects with the support of the Welfare, Safety and Sustainable Development Committee to encourage people diagnosed with autism or autism spectrum disorder to perform data entry activities on behalf of Intesa Sanpaolo, and work-study initiatives for pupils with intellectual disabilities with the goal of potentially including them in the aforementioned work project. These projects are partly funded by the Arrotonda Solidale ("Round-down Solidarity") initiative, which involves the contribution, on a voluntary basis among all Group's people, of the residual amount collected from rounding down net monthly salaries to the nearest euro. In turn, the Company contributes the remaining cents to make the contribution per employee a total of one euro.

DISABILITY MANAGEMENT

The reference contact within the company to address all problems connected with the world of disabilities and illness is the inter-functional Working Group, created following the Inclusion Agreement of August 2018. Coordinated by the Welfare function, it includes the active participation of over 70 Group's people representing multiple corporate structures. The aim is to combine the different professional skills with team working, in order to support and enhance all Group employees' contribution in the company. The group periodically meets with the Trade Unions as part of the Welfare, Safety and Sustainable Development Committee to define the initiatives to be undertaken and naturally works in synergy with the Diversity & Inclusion Function. A large number of members of the working group, together with representatives of all the trade unions, already attended the "Disability Manager e mondo del lavoro" (Disability Manager and the working world) higher education course organised by Cattolica University of Milan, receiving certification for the Disability Manager professional role awarded by the Lombardy regional authority. The course lays the foundations for a common language, an important work tool. A dedicated section is available in #People, summarising the Group's commitment to Disability Management, which has led to the birth of many projects, aimed both inside and outside the company: from the analysis of processes to continuously improve the management of individual requests from Group's people, to IT systems access monitoring, from training dedicated to all HR Managers, an important listening and reference point, to the packed schedule dedicated to the life stories of employees with disabilities and clips from managers and teachers with an international profile. The year ended with the organisation of the first internal event "L'inclusione è un gioco di squadra" (Inclusion is team work), which involved a live broadcast with more than 1,000 Group's people, who were able to hear stories from internal and external spokespersons. As part of corporate volunteering activities, the experience of the volunteering network "Clouds of Solidarity" continued. The Guidelines to govern access to company premises by guide dogs, a pioneering initiative in the field, were published. Equally intense is the commitment to the outside world, with the participation in the round table "Abilitiamo la Disabilità" (Let's Enable Disability), in which Intesa Sanpaolo is present with other companies, institutions, associations and non-profit organisations, to discuss the experiences gained, with the aim of investigating, consolidating and spreading a profound culture on Disability Management issues, in addition to several Conventions on the subject. Tangible actions, examples that represent a real network of support and social inclusion, create widespread well-being and put people first.

In addition, the DSA Progress for Work Project, which has seen the company engaged for several years, continued. Following the Dyslexia Friendly Company certification, this year training modules were provided to all Personnel Managers and other HR roles, with the aim of spreading knowledge of specific learning disorders in the workplace, to ensure that these professionals become the first point of contact for Group employees in relation to these issues as well.