

## PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2019 Actions/Results (cumulative value since the start of 2018)	2021 objectives
Company climate	Internal climate analysis	<ul style="list-style-type: none"> <li>According to the climate survey the satisfaction level of Group people is 69% in Italy* and 78% abroad.</li> </ul>	
Health and safety	Injuries	<ul style="list-style-type: none"> <li>At work: 268</li> <li>During transfers: 563</li> <li>Employee injury rate: 0.9%</li> </ul>	<ul style="list-style-type: none"> <li>Protecting employee health and safety</li> </ul>
	Health and Safety Management System Certification	<ul style="list-style-type: none"> <li>Switch from OHSAS 18001:2007 certification to the UNI ISO 45001:2018 standard completed with 100% coverage of the Intesa Sanpaolo branches and buildings in Italy</li> </ul>	
	Health and safety training for employees	<ul style="list-style-type: none"> <li>28,894 participants in health and safety training; 146,485 hours provided</li> </ul>	

\* Survey carried out among Professional Areas and Middle Managers

## Employment protection

### COMPANY POLICIES

The company's approach to managing issues relating to the protection of workers' rights is outlined in the Code of Ethics, which recognises the principles established by the fundamental conventions of the ILO (International Labour Organization) and in particular the right to freedom of association and collective bargaining, the abolition of forced and child labour, and non-discrimination in employment. The applied collective bargaining system works on two separate and complementary levels: the first at national level and the second at company level for the Intesa Sanpaolo Group (second-level contractual structure). The labour relations model, adopted and developed by the Group together with the Trade Unions, has promoted dialogue between the parties on a continuous basis. The model is a way of identifying the most suitable solutions and tools for addressing and managing the various growth and reorganisation phases that have marked the company's activities over the years, including those involved in the implementation of the 2018-2021 Business Plan. Concrete evidence of this can be seen in the creation and work of bilateral Company/Union bodies, formed with the aim of analysing, identifying and proposing positive actions, solutions and tools in the areas of equal opportunities, welfare, safety and sustainable development.

### JOB PROTECTION

For Intesa Sanpaolo, job protection is a priority issue for guaranteeing its mid- to long-term financial solidity, and is also one of the key topics underlying the 2018-2021 Business Plan. The development of labour policies is entrusted to a specific structure in the Chief Operating Officer Governance Area, which has the task of drawing up union agreements and monitoring their implementation.

As regards the signed agreements, the strategic measures defined in 2018 include the voluntary departure of 1,600 employees by June 2021 - in addition to the 9,000 by June 2020 already outlined in the 2018-2021 Business Plan - and specific active employment policies to support the growth of the business and facilitate generational change. In 2019 the Group workforce turnover rate was -3.27%, in line with the structural measures planned. Employment within the Group was also guaranteed by the gradual extension of the new mixed contract (around 150 people hired and 200 traineeships activated), a working method whereby individuals possess two separate contracts, one permanent part-time employee contract and one as a self-employed financial advisor for out-of-branch activities. In addition, as part of the NEXT project ('Nuove esperienze per te') a reskilling training process was launched which provides support during the change process and in new roles. In fact, the 2018-2021 Business Plan has identified important staff renewal goals and focuses close attention on channelling excess capacity towards priority goals. To achieve these a dedicated initiative was launched (Proactive HR "In-Placement") to reallocate at least ~5,000 people to activities of greater value added. In

this context, in 2019 the Intragroup Mobility structure and HR Proactive Placement continued to oversee the mobility tools and processes, verifying the availability of internal personnel and the necessary expertise on the basis of the identified requirements, while also guaranteeing the development of employees in new roles as per the Group strategy.

In 2019 employer branding was primarily focused on launching communication strategies that convey Intesa Sanpaolo's founding values: internationality, flexibility, challenge and innovation were the values at the heart of the messages, together with the importance of diversity, inclusion and people in general. Both digital and physical communication channels were used. Firstly, a new Careers page was created in 2019 to further improve the job application experience. Inside, candidates can easily find information on current vacancies, divided according to job family and including a section dedicated to protected categories. Digital employer branding activities were also extended to social media sites LinkedIn (approx. 159,800 views in 2019 with an interest rate of 3.5%, up by 196% compared with 2018) and Instagram. In the non-digital arena new formats and contact opportunities with potential candidates were developed in 2019 including the Careers Meeting Point and the 'contest games'; the partnerships with leading Italian universities also continued with over 40 events held, including Career days, workshops and training seminars. 2019 also saw the launch of Cyber Security Academy in collaboration with Milan Polytechnic, in which the Group's line managers participate as teachers, while the Job Center continues to focus on selection and recruitment issues. In support of the Group's recruitment plan, over 100,000 CVs were assessed and over 5,000 candidates interviewed in 2019.

## LABOUR RELATIONS

As well as by the industry outlook, relations with the Trade Unions are also regulated by the Labour/Management Relations Protocol which has made it possible to develop a specific 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. This also takes place in accordance with trade union representation in Italy (77.30% of current employees), in line with national representation in the sector. 33 agreements were signed in 2019 which continued to focus attention on the Group's integrated welfare system. 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 fostering 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. To this end, the activities of the Welfare, Safety and Sustainable Development Committee set up following the Labour Relations Protocol were also crucial. 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 2019, also in accordance with and in support of the Business Plan, the Committee promoted a series of measures and actions that contributed significantly to the development of issues connected with inclusion, organisational wellbeing, disability and support for employees at particular times in their private and/or professional lives.

# 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 and Incentive Policies. 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, focusing their activities on the achievement of sustainable medium to long-term objectives within the framework of the prudent assumption of current and prospective risks, as well as 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, equality in both internal and external terms and as regards gender, and