

Future Leaders Program

The 2022-2025 Business Plan highlights a robust commitment to nurturing and elevating the Group's human capital. At the heart of this strategy is the Future Leaders Program, designed to identify and cultivate high-potential individuals within the organization.

It comprises four multi-year dedicated programs that span the pivotal stages of professional growth:

- **SLAM** is Intesa Sanpaolo's international graduate program tailored for recent top-tier graduates. It offers three job rotations both domestically and abroad. The program is tailored to align participants' passions and interests with the Group's anticipated future needs, particularly in terms of forecasted future job requirements. It includes cross-functional projects to expand networks and knowledge. Participants have the opportunity to attend a dedicated training program in English delivered by leading Business Schools to deepen their understanding of finance, ESG and digital skills, complemented by courses focused on developing strategic soft skills. A mentorship and tutoring program with Senior Managers is also provided.
- The **International Talent Program** is dedicated to the Group's talented professionals, offering a personalized development path with experiences targeting key job sectors. Participants receive specialized managerial training in English from top Business Schools, engage in international innovation-focused workshops, and participate in internal project work connected to the Group's businesses. A mentorship and tutoring program with Senior Managers is also provided.
- The **Key People Program** is an excellence path for selected members of the Group's middle management, identified as key enablers for the 2022-2025 Business Plan. It aims to enhance their professional and managerial growth, guiding them towards future leadership roles in complex managerial contexts. Throughout the Business Plan time horizon, participants undergo a personalized development path consisting of a Master's degree, participation to dedicated events, soft skills and empowerment training and other bespoke initiatives.
- The **Art of Leadership Program** targets Senior Directors—experienced managers in pivotal roles capable of promoting cultural change. This community encourages the exchange of strategic insights relevant to the Group's future, fostering a stronger network among its members.

Key Objectives:

- **Human Capital Enhancement:** Recognize and enhance the existing talent within the organization, fostering their professional growth and development to retain highly skilled individuals.
- **Strategic Internal Growth Management:** Ensure the Group consistently develops the best, most updated, and competitive resources, thereby reducing reliance on external recruitment to fill critical roles.
- **Generational Renewal:** Ensure ongoing rejuvenation of the talent pool, enabling the Group to maintain a balanced blend of experience and fresh perspectives.

Business Benefits:

- **Continuity and Stability:** Establishes a talent pipeline ready to step into Key Roles, ensuring operational continuity and organizational stability.
- **Cost-Efficiency in Recruitment:** By filling future positions with internal candidates, the Group realizes significant savings on external hiring costs.
- **Competitiveness:** Boosts the Group's competitiveness by acquiring and nurturing high-level skills.
- **Organizational Culture:** Reinforces a corporate culture focused on excellence, innovation, and continuous growth.

Impact:

The Future Leaders Program has already delivered significant business benefits to the Group by playing a pivotal role in meeting the Group's critical staffing requirements and advancing internal talent. By the conclusion of 2023, the initiative successfully filled 213 highly specialized and managerial positions, roles typically requiring external recruitment, with internal candidates, leading to significant cost savings and enhanced cultural cohesion.

In addition, the program has achieved a 64% promotion rate among its eligible participants, reflecting a notable increase in responsibilities and contribution. This rate of internal progression is a clear indication of the program's success in developing talent that meets the company's changing needs.

Participants

1,170 current participants, or 1.2% of the current employee population. In addition to those, 270 alumni have already completed their path.

Participants are thus divided:

- SLAM: 40 current participants
- International Talent Program: 220 current participants and 270 participants who have already completed the program
- Key People: 470 current participants
- Art of Leadership: 440 current participants

Managerial Development Program

Intesa Sanpaolo has implemented a strategic Human Resources initiative designed to nurture and guide the development of its employees as they progress into managerial roles. This initiative serves as a tool for managerial development, facilitating a comprehensive gap analysis aligned with the expectations outlined in the Group's leadership framework.

Managerial development is enabled through **assessments** which are performed by a dedicated team of highly skilled professionals who possess a deep understanding of the organization's dynamics and operational structure. This enables the delivery of a tailored approach that addresses the specific needs of the Group's workforce.

Following the assessment participants may engage in a structured **coaching** program aimed at enhancing their leadership skills, which can be conducted individually or in group sessions. Delivered by certified coaches, who may be sourced internally or externally, these programs provide focused guidance to individuals, enabling them to target and refine areas identified within the Intesa Sanpaolo's Leadership Model. Each coaching program is sponsored by a senior manager who offers advice on goals and monitors the success of the initiative, ensuring alignment with organizational objectives.

Key Objectives and Business Benefits:

The Managerial Development Program guides emerging leaders in transitioning to higher roles through personalized analysis and coaching, fostering their growth within the organization.

- **Customized Development:** Tailored to Intesa Sanpaolo's specific needs, the program cultivates essential leadership skills aligned with strategic goals.
- **Targeted Coaching:** Participants receive focused guidance to address specific gaps, empowering them to drive positive change.
- **Succession Planning:** Identifying and nurturing talent ensures a steady pipeline of capable leaders for future roles.
- **Cost Efficiency:** Utilizing internal resources offers a cost-effective solution, promoting continuous learning.
- **Retention and Engagement:** Investing in employee growth fosters loyalty and satisfaction, enhancing retention rates.

Impact of Business Benefits:

Specific feedback from participants informs that:

96% of participants report an increased awareness on their skillset and growth areas

95% of coaching sponsors report significant benefits for both the coachee and the broader team

Participants

800 participants in 2023, corresponding to 0.8% of the total employee population.