



Employees

RELEVANT ISSUES

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WHY THESE ISSUES ARE RELEVANT

Like the previous plan, the 2018-2021 Business Plan identifies the Group's employees 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 ensure they are ready for the digital challenge, the people of Intesa Sanpaolo contribute to ensuring the excellent quality of customer services and the fulfilment of the Plan's goals.

The importance of the Group's people is evident in the company's full protection of workers' rights with particular regard for the development of labour relations and employment protection, its personnel development activities, promoting training and merit, its concrete development policies and measures, and its enhancement of a modern and integrated company welfare system. In addition, since some time Intesa Sanpaolo has also adhered to an Occupational Health and Safety Management System compliant with the most advanced international standards. The programmes adopted, also thanks to the numerous agreements signed with the trade unions, have made it possible to effectively protect employment levels through professional retraining activities, but also with the introduction and consolidation of numerous innovative contractual tools, that are able to foster the development of an effective company welfare system and establish a better work-life balance.

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2019 Actions/Results (cumulative value since the start of 2018)	2021 objectives
Job protection	<ul style="list-style-type: none"> People reassigned to high value-added activities New hires 	<ul style="list-style-type: none"> 2,039 reassigned employees working on new priority activities (3,028 since 2018) 4,421 hires at Group level, of which 393 with specialised profiles (834 since 2018) 	<ul style="list-style-type: none"> 5,000 people reassigned to high value-added initiatives At least 1,650 new hires to support core business growth
Labour Relations	<ul style="list-style-type: none"> Employees belonging to a trade union Signed trade union agreements 	<ul style="list-style-type: none"> 77.3% in Italy (credit agreement) 32.3% abroad 33 signed trade union agreements (76 since 2018) 	<ul style="list-style-type: none"> People acting as an enabling factor, including by means of a meaningful discussion with trade union representatives

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2019 Actions/Results (cumulative value since the start of 2018)	2021 objectives
Employee growth and development	Training: hours provided	<ul style="list-style-type: none"> 10.8 million hours of training (approx. 20 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"> 220 protection specialists introduced to support branches since 2018 Around 1.2 million hours of training and specialisation for insurance sector growth for over 36,000 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"> 9,746 training hours provided to 3,321 employees to consolidate loan recovery 156 employees managing customers in arrears (347 since 2018) 	<ul style="list-style-type: none"> Enhancing skills in loan recovery and creating a dedicated internal unit (1,000 individuals managing customers in arrears, out of 1,300 reassigned to lending priorities)
	International Talent Program	<ul style="list-style-type: none"> 254 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"> 699 employees subject to assessment (47% men and 53% 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 employee involvement through long-term incentive programmes linked to the Business Plan objectives
	Diversity Management initiatives	<ul style="list-style-type: none"> Adherence to the Women's Empowerment Principles – WEPs – promoted by the UN KPI dedicated to promoting female talent included in the performance assessments of over 1,100 managers Analysis of the results of the Survey on inclusion, additional specific listening activities and definition of the Diversity & Inclusion Strategy Launch of programme for people on long-term leave aimed at maintaining a close relationship with them during their absence (pilot phase launched for those on long-term maternity leave) Apprenticeships for people with Down syndrome Specific projects to support empowerment and female talent Active participation of over 65 Role Models in the Inspiring Girls initiative (in partnership with Valore D) 	<ul style="list-style-type: none"> Promote diversity and inclusion
Welfare and quality of life in the company	Smart Working	<ul style="list-style-type: none"> Around 17,250 participants in the flexible work scheme 	<ul style="list-style-type: none"> Flexibility programmes to improve staff productivity and satisfaction: smart working extended to 24,000 people in 2021
	Intesa Sanpaolo Employees' Association	<ul style="list-style-type: none"> Over 150,000 members Around 5 million euro to support free time initiatives 	
	Group health fund	<ul style="list-style-type: none"> Around 160 million euro of intermediate healthcare services net of excesses Over 215,800 people assisted 	<ul style="list-style-type: none"> Promotion of welfare and work-life balance
	Company pension	<ul style="list-style-type: none"> Around 95,000 subscribers to all Group Funds (Defined Contribution and Benefit) Over 9.5 billion euro of assets 	

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"> According to the climate survey the satisfaction level of Group people is 69% in Italy* and 78% abroad. 	
Health and safety	Injuries	<ul style="list-style-type: none"> At work: 268 During transfers: 563 Employee injury rate: 0.9% 	<ul style="list-style-type: none"> Protecting employee health and safety
	Health and Safety Management System Certification	<ul style="list-style-type: none"> 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 	
	Health and safety training for employees	<ul style="list-style-type: none"> 28,894 participants in health and safety training; 146,485 hours provided 	

* 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

sustainability, making it possible to limit expenses to values compatible with the Group's economic and financial liquidity.

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. The Diversity & Inclusion Structure, created in late 2018 in the Chief Operating Officer Governance Area, has become fully operational. Its mission is 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 Technology are key enablers for achieving the goals of the 2018-2021 Business Plan. In line with this principle, last year the 3-year Digital & Data HR Transformation plan was launched with the aim of digitalising services and processes dedicated to people and creating a single access point. This has made it possible to take advantage of the Group's vast data archive and exploit it for managerial and strategic purposes. In 2019 the focus was on consolidating the instruments adopted and introducing new ones. Most administrative services and compensation processes were 100% digitalised and made more efficient, making it possible to free up 80% of the time spent on them for activities of greater added value. A programme dedicated to Human Resources Managers is also in the pipeline; thanks to dashboards and analytics to facilitate quick and targeted decision-making, it is designed to support the evolution of HR and provide people with greater assistance. Employee Central – ISBD People Data is the application 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, which by 2020 will be extended to the subsidiaries in Ukraine and Moldova.

#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, so they can keep track of their personal investment plan. There are also sections on internal mobility, like Jobs@ISP, the internal job marketplace with professional opportunities dedicated to all Group personnel (since the launch of Jobs@ISP in 2018 around 700 searches have been published with over 9,000 applications received, 900 of which selected for interviews in 2019 alone, and over 300 resources changing departments as a result) and Next, the Intesa Sanpaolo placement and reskilling programme. The Servizi alla Persona (Personal Services) section, which gathers together the 300-plus products and initiatives available to employees, was launched and registered over 300,000 visits in 7 months. Also present are the Performance Management area, the News section and information on the HR world so employees can keep up to date at all times. In 2019 two apps connected to #People and HR systems were launched: the #People app so the Portal can also be accessed from mobile phones and the Feedback app, connected with the Group Performance Management system, which facilitates the sharing of feedback between Managers and Employees. Finally, multimedia information is also published on #People to keep employees up to date on the most important events and news. With the aim of continuing to provide increasingly effective and digital services and freeing people from administrative activities so they can concentrate on business, interpersonal and greater value-added activities, in 2020 #People will be integrated with new digital services like the system for managing business travels and the Onboarding process to help new hires to find their feet at Intesa Sanpaolo.

ASSESSMENT AND INCENTIVE SYSTEMS

In 2019 UpPER was adopted, a new performance assessment system designed to meet the new development challenges and place the focus on every single individual, emphasising everybody's specific role and contribution. UpPER is supported by an intuitive and easy to use digital system which forms part of a broader project to transform and digitalise HR processes. The Performance Assessment is based on 3 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 training opportunities, in line with other skills mapping and training processes. For the Group's Risk Takers and Middle Management the assessment system adopted is known as Managers' Performance Accountability and is based on transparent, objective and measurable qualitative and quantitative KPIs identified in accordance with the goals of the Business Plan and also useful for measuring managerial qualities. Among the non-financial KPIs for 2020, the CEO was assigned a Social and Environmental Impact KPI (Impact & ESG KPI). This KPI will be evaluated according to specific drivers aimed at monitoring the issue from various perspectives including the Group's inclusion in the sustainability indexes of specialist companies, the support for the Green and Circular Economy, the Group's commitment to impact financing to foster inclusion and support for youth employability (see the Report on the policy regarding remuneration), as well as the promotion of art and culture. The Impact & ESG KPI is then declined within the organization, beginning with the CEO's first line, on the basis of the levers used by Risk Takers and the Middle Management.

As for the International Subsidiary Banks, the New Performance Appraisal Tool – NewPat, system that provides performance evaluation, was launched. After its extension to all people in the head office departments in 2018, in 2019 a project was launched to review the incentive system for the people of the sales network in accordance with the Group's policies. This is expected to be implemented by the end of 2020.

In 2019 around 700 Group people (52% women, 48% men) were involved in managerial potential assessment days with the aim of creating management development groups to be nurtured on an ongoing basis. Around 100 women participated in a female talent promotion project in the Corporate & Investment Banking Division.

In accordance with the Business Plan, to maximise internal equity, external competitiveness and a culture of meritocracy, Intesa Sanpaolo has consolidated the introduction of a system to map the organisational positions in the company called Global Banding. Taking account of factors like complexity, type of influence and impact on the Group's results and strategy, Global Banding 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.

SERVICE QUALITY AND EMPLOYEE INCENTIVES

The incentive system for personnel of the Intesa Sanpaolo network rewards the work of the best teams and sustainable performances over the medium to long-term in terms of profitability, expandability, credit quality, sustainable growth, service quality and a multichannel approach. The Excellence Bonus is awarded to 20% of the best branches in each Sales Region.

As for its Incentive Systems, the Group has both short-term and long-term Plans for the entire workforce. For the Group's Risk Takers and Middle Management there is an annual Incentive System connected with the Managers' Performance Accountability system 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.

As regards the rest of the workforce, in order to continue rewarding all employees for their contributions to achieving the goals of the 2018-2021 Business Plan, second-level agreements were signed on 10 October 2019 for the pay-out of the 2019 Variable Result Bonus (VRB) and the Protection Excellence System (PES), the latter of which dedicated to Network staff involved in offering insurance products, in accordance with the goals of the Business Plan which foresees strong investment in this sector. The aim of the 2019 VRB is to reward the increase in profitability and productivity obtained by achieving the results of 2019, that are identified in the agreements in relation to the different company levels of reference. Due to its variable nature, the 2019 VRB is a one-time bonus and the cash sum of the reward recognised to every employee consists of three parts linked to specifically identified economic and financial parameters and to specific clusters of 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;
- The additional bonus that recognises the contribution made to 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.

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 2019 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.

With regard to the long-term plans, 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.

TRAINING

In 2019 the Development Policy and Learning Academy Head Office Department organised and launched training and development activities - creating new models and innovative methodologies - for all Group employees, as well as implementing a multichannel approach that makes learning as simple and flexible as possible. The development models and processes include the Teti Competenze initiative, which was set up to map and enhance the technical and professional skills of Group people and involved, with a self-assessment, around 64,600 people in Italy.

The training solutions, based on key skills for each position, prioritised digital channels with quick, simple and interactive engagement methods, providing around 11 million hours of training in 2019. There was a further reduction in classroom activities compared with the previous year due to the prioritisation of remote channels over traditional methods with the development and spread, via the digital training platforms, of new content in various formats (video, audio, graphics, text) and with different educational goals. At the same time as the launch of the new version of Apprendo, the Group training platform, the new MyLA app, designed together with Apple and co-created with professionals inside and outside the Bank, was distributed to over 21,300 users and on around 3,800 iPads in branches. MyLA and the new Apprendo are the channels that enable all professionals to access digital training content wherever they are and whenever they want, guaranteeing them a straightforward, integrated and innovative experience. In 2019 access to the platform was extended to around 67,000 employees, 1,600 of whom non-domestic employees. The percentage of active users (those who completed at least one Learning Object) was 96.5 %. In 2019 the platform made over 3,800 training modules available and was accessed over 32 million times. In addition to important regulatory issues (Anti-Money Laundering, Insurance and pension fund brokerage, Investment services, Administrative liability of entities, Privacy protection) the platform also provided instruments for acquiring and updating role-specific skills and expertise. In 2019 the possibility of flexible home training was extended to all employees on the Network with over 70,000 hours of smart learning provided to almost 4,900 employees (over 14 hours per capita on average). Employees were very positive about the training with satisfaction levels of 82% for the digital training and 91% for the classroom training.

In 2019 Management School flanked and supported over 7,800 Managers and Talents in the Group, including the managers of the International Subsidiary Banks. Over 690 videos and around 500 pieces of content were also offered in English. The management issues addressed included creativity, inclusion, collaboration, strategy, proactivity and learning. As regards cutting-edge issues, in addition to technology trends there were also in-depth analyses of social and environmental impact issues such as Diversity & Inclusion and Circular Economy. According to the figures, 6,100 people used the Management School app, there were over 800,000 content views and the average rating was 4.3 (on a scale of 1 to 5). Over the year the School organised around 20 events which directly involved over 2,000 Managers. The issue of Diversity was the focal point of three Managerial Discussions and a Meet the Gurus organised in partnership with the Diversity & Inclusion structure. There was also an increase in the number of management development courses in 2019. With regard to "future leaders", in 2019 Management School continued to support the International Talent Program with learning and development initiatives.

Z LAB is the 3-year project that Intesa Sanpaolo has created to develop transversal skills and help provide final-year secondary school pupils with career guidance. As host company, Intesa Sanpaolo provides the students with an environment based on interactive dynamics, experiential workshops, project work and the digital culture so they can discover and think about the world of work. Pupils are assisted by a specially-created team of around 40 internal employees who oversee the workshop activities full time as tutors, with ad hoc training. All of the topics covered are contextualised in business activities, also with visits to the head office departments and talks with internal 'spokespersons'. The first three years of the Z LAB project have involved around 2,500 students from 100 schools, hosted by Intesa Sanpaolo in 120 workshops, organised in over 20 Italian cities, which overall have provided over 75,000 days (520,000 hours) of workshop activities.

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 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 indicatively 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 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 two editions of the ITP are currently taking place and involve 224 people from across the Intesa Sanpaolo Group. In addition, editions of the International Talent Program dedicated to specific governance areas were launched in 2019: in March 2019 an International Talent Program dedicated to the Chief Lending Officer Area was launched and in September 2019 the selection process of an edition of the ITP reserved for the Chief IT Digital Innovation Officer Area began, concluding in December. 254 talents had participated in the Program by the end of 2019, a major step forward as regards the goal of the Business Plan which aims to strengthen the Group's middle management with 500 talents.

INCLUSION AND DIVERSITY MANAGEMENT

The company population is fairly evenly spread between male and female employees (46% men and 54% women). Representing 28.5% of all female employees in the Group, the number of female managers (executives and middle managers) as a proportion of all managers rose slightly compared with last year to 39.4%.

The Diversity & Inclusion structure, created in late 2018 in the Chief Operating Officer Governance Area, became fully operational in 2019 with the aim of promoting all forms of diversity that coexist within the Group's personnel. One of the structure's first actions was to carry out a survey aimed at gathering feedback from the company's personnel in Italy on numerous aspects of life in the company (such as how well they know the specific inclusion and non-discrimination content of the Code of Ethics, how aware they are of the numerous initiatives the Group has already focused on these issues and the degree to which they approve them and regard them as useful), analysing people's level of openness and acceptance of inclusive practices and encouraging them to submit new ideas and proposals. The ideas collected by the employees, together with the assessment of the best practices of other companies, inspired the definition of the Diversity & Inclusion (D&I) strategy. Supported by a process involving the measurement and continuous assessment of the results obtained, the strategy forms the framework of the partnership with all of the structures involved in various ways in the co-creation and development of the initiatives.

The main initiatives launched in 2019 by the Diversity & Inclusion structure focused on, in particular, the review of HR processes, specific projects for the development of high-achieving women, sessions on inclusive leadership dedicated to the Group's top management, training for female managers ("Female Empowerment") and a programme for employees on long-term leave aimed at maintaining a close relationship with them during their absence and helping them to successfully reintegrate when they return. Additional listening activities were organised in some structures to assess people's perceptions of inclusion and this resulted in the creation of targeted action plans which, among other things, involve training and coaching to develop inclusion skills, assessment initiatives, debates and internal discussions on various D&I issues.

To continue raising the awareness of managers internally on promoting female talent, a dashboard for monitoring the female representation in each Structure was introduced and any eventual gender pay gaps shared. Once again this year the performance assessments of over 1,100 managers included a KPI, equal to 10% of the overall evaluation, dedicated to the promotion of female talent, an increase on the 900 managers involved in 2018.

The D&I Strategy also aims to make an impact outside the Bank and to this end the collaboration with Valore D (business association that promotes diversity and female talent and leadership for the growth of companies and the country) has continued, as too has the partnership and active participation of company Role Models in the Inspiring Girls 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 this way Intesa Sanpaolo encourages female managers to interact with institutions outside the Group, participating in events and initiatives that promote female talent. In particular, two managers won the Women in Finance 2019 award, as Insurer of the Year and Asset Manager of the Year respectively, while others were involved in events promoted by the Municipality of Milan, such as the Stem in the City initiative. In 2019 the company also supported the Women Value Company award for the promotion of female talent in small and medium-sized businesses. Intesa Sanpaolo also received the Diversity & Inclusion Award again in 2019 which is given to companies that promote job placement policies for disadvantaged individuals.

In 2019 Intesa Sanpaolo signed up to the Women's Empowerment Principles promoted by the UN which define the guidelines that businesses should follow when implementing tangible gender equality and female empowerment measures.

In addition, at the start of 2020 Intesa Sanpaolo joined Parks – Liberi e Uguali. This association, which works in close contact with its network of businesses, aims to disseminate Diversity Management issues with particular focus on sexual orientation and gender identity in the workplace. With this partnership Intesa Sanpaolo aims to act as the agent of a positive cultural change for all Group people as well as a standard-bearer for society.

As was the case with employees in Italy, a feedback initiative on inclusion issues was also launched among the international subsidiary banks in late January 2019 with the D&I Pulse Survey, which involved 20,300 people from 10 of the international Banks and the head office departments of the International Subsidiary Banks Division. Structured action plans to implement from 2020, defined on the basis of results achieved and contextualised according to local and regional benchmark data, are being defined in each country. Thanks to targeted actions to promote the development of women within its workforce and female enterprise in the country, in 2019 Banca Intesa Beograd was recognised by the Association of Business Women in Serbia as one of the banks in Serbia that does most to promote gender diversity. In 2019, Privredna Banka Zagreb received the Family Friendly Employer award as recognition for its best practices regarding the family commitments of its workers.

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, reviewed in 2018, as part of the renewal of the second-level collective bargaining agreement, with the signing of an Agreement on inclusion.

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.

In the context of the initiatives established by the Inclusion Agreement, 2019 saw the trial launch of the Back@Work project dedicated to people absent from work for long periods, whether due to maternity, leave of absence, illness etc. The aim is to keep in contact with people, strengthening their feeling of inclusion and belonging even when they are away from the company. A pilot phase for long-term maternity leave was launched.

APPRENTICESHIPS FOR PEOPLE WITH DOWN SYNDROME

To promote the inclusion of people with intellectual disabilities, in 2019 Intesa Sanpaolo, in collaboration with a number of local Associations, launched an important project for the employment of people with Down Syndrome on apprenticeships. The project began with the addition of two people at branches in Milan and Turin following a training course for the apprentices, the branch teams and the tutors. The objective for 2020 is to extend the project to other branches of Banca dei Territori and in other cities across the country.

As well as promoting the specific interdepartmental work group that deals with problems connected with the world of disabilities and illness, the Inclusion Agreement also involves the launch of two trial projects with the support of the Welfare 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 will be partly funded by the Arrotonda Solidale ("Round-down Solidarity") initiative, also included in the Agreement and launched in 2019, which involves the contribution, on a voluntary basis among all employees, of the residual amount collected from rounding down net monthly salaries to the nearest euro. In turn, the Company will contribute the remaining cents to make the contribution per employee a total of one euro. The commitment on the dyslexia front also continues: Intesa Sanpaolo was Italy's first Dyslexia Friendly-certified bank in December 2018.

DISABILITY MANAGEMENT

As part of the second-level collective bargaining Agreement, in 2018 an inter-functional working group coordinated by the Welfare Function was created to address all problems connected with the world of disabilities and illness. The goals of the working group include promoting the culture of inclusion, the launch of awareness campaigns and training, and the enhancement of people with disabilities. In 2019 most members of the working group, together with representatives of all the trade unions, attended the "Disability Manager e mondo del lavoro" (Disability Manager and the working world) higher education course organised by Cattolica University of Milan. Having passed the final exam, participants were officially recognised as 'Disability Managers' by the Region of Lombardy. The course laid the foundations for a common approach and will be an important tool for the work carried out by the Welfare, Safety and Sustainable Development Committee, a bilateral body made up of company and union representatives. Many project areas are being developed: from the analysis of processes to continuously improve the management of individual requests from workers to the mapping of access to information systems and new procedures. In this context, the Clouds of Solidarity initiative continues with the involvement of a group of volunteer employees who help people with reduced mobility every day as they arrive and leave their work premises with a genuine network of support and social assistance.

Employee well-being

COMPANY POLICIES

In terms of relationships with its employees, the Intesa Sanpaolo Code of Ethics promotes policies that help foster a better work-life balance; the concrete implementation of this principle takes the form of specific rules in the area of reconciliation. Welfare is a priority area with actions designed to foster motivation and involvement, placing people at the centre with the aim of meeting their needs and those of their families. Accordingly, the meetings between the company and the Trade Unions have often centred on policies to strengthen and fine-tune the instruments that make up the company's welfare package and significantly contribute to improving the work-life balance of employees and, as such, also their well-being. Well-being that is also protected through the safeguarding of health and safety in the workplace via increasingly effective measures, as outlined in the Group's Health and Safety Policy and Code of Ethics. The internal regulations establish a System of Roles and Responsibilities - in the shape of company rules and operating guidelines affecting many different parties - with regard to particular professional skills, i.e. specific company departments.

WELFARE AND QUALITY OF LIFE IN THE COMPANY

Intesa Sanpaolo has chosen a corporate welfare model that operates within an integrated system and includes: the supplementary pension, supplementary health care, the cultural, recreation and sports Association for Intesa Sanpaolo Group employees (ALI) and the Intesa Sanpaolo Foundation NPO, as well as Mobility management activities (see page 133) and activities focused on the needs of people and work-life balance. The company welfare system seeks to address the key issues in order to establish the best possible work-life balance for employees and their families. It does this by promoting sustainable solutions and projects consistent with their expectations. The activities are managed and monitored by the Trade Union Affairs and Labour Policies Head Office Department.

Introduced at the end of 2015, the Flexible Work project continued in 2019, also in light of the new Business Plan objective of extending the initiative to around 24,000 people in 2021, involving an increasing number of structures and people across the Group (over 17,250 employees) and offering the possibility of working from home, from different company sites and from customer premises or to carry out flexible training at home. In the international subsidiary banks the target population consists of over 3,500 employees: around 550 at Banca Intesa Beograd, 200 at Intesa Sanpaolo Bank Albania (fully operational since 2019), 900 at CIB Bank and 1,900 at VÚB Banka. In 2019 VÚB Banka and Intesa Sanpaolo Bank in Slovenia also introduced forms of flexitime as additional work-life balance measures.

WORKFORCE TRANSFORMATION PROGRAMME

In accordance with the 2018-2021 Business Plan, in 2019 the Workforce Transformation programme was launched with the aim of modernising people's methods of working and collaborating, driving overall efficiency, increasing the attractiveness of the Group among new talents and contributing to the development of inclusive and flexibility policies within the Group. The programme therefore aims to increase people's level of satisfaction, improving the work-life balance while at the same time maximising productivity, also thanks to the optimisation of spaces and sites.

The first phase of the project analysed a number of international best practices, gathered together the opinions and requests of the Group's various structures through feedback activities, and defined the guiding principles that will gradually be developed.

Another innovative tool is the Time Bank, a reserve of time made available by the company and employees so they can provide greater support for people in difficulty, even for brief periods, and give them more time. It is also an initiative that appeals to our generosity and spirit of solidarity because, in addition to the hours made available by the company, with an initial reserve of 50,000 hours, every person has the possibility of donating

some of their leave or holidays to the bank, which the company will then match, up to a maximum of another 50,000 hours. This possibility was extended with the renewal of the second-level bargaining agreement in 2018 with the introduction of new cases connected with childhood illnesses. In 2019 employees donated 12,860 hours, which were topped up with the same number of hours by the company, for an overall total of 25,720 hours. As part of the same Time Bank initiative, a corporate volunteering project was promoted that let 300 people in 2019 carry out volunteer work, on working days for external associations and bodies chosen by the Group. A total of around 2,200 hours of leave were granted.

Maternity and paternity support is provided through an excellent company crèche service in Florence, Milan, Moncalieri, Naples and Turin which looks after 255 children, as well as a network of partner crèches across Italy. In 2018, the renewal of the second-level Group agreement made it possible to consolidate and strengthen the tools designed to provide parental support. Indeed, fathers can request specific additional paid leave for the birth of their children, 10% of the sum granted by law for parental leave, 30% of their individual gross annual remuneration if they take an additional 10 days of leave once their statutory parental leave has finished, and additional days of unpaid leave and leave of absence for the illness of a child or for childcare reasons. The series of regulations on parental rights has been expanded, on a trial basis, to include an additional form of paid leave to settle children in at crèches or pre-school, and extra days of unpaid leave to care for underage children for separated or divorced parents, the exclusive guardians of children, as well as in the cases of widowhood and single-parent families. The size of the cheque that the Company pays to employees with disabled family members also increased.

With regard to company pensions, the Intesa Sanpaolo Group Defined-Benefit Pension Fund was launched in full. The additional insurance coverage available to subscribers of the Intesa Sanpaolo Contribution Fund was further improved, increasing the insurable capital and maintaining the already excellent partnership conditions. It is still possible to subscribe dependent family members and continue to subscribe to the Fund having reached retirement age. The Intesa Sanpaolo Contribution Fund has adopted ESG (Environmental, Social, Governance) guidelines for investments.

THE GROUP HEALTH FUND

The Intesa Sanpaolo Group Health Fund is an NPO that operates on the basis of cooperative and social solidarity values for strictly welfare-related ends, offering its subscribers - current employees, retired staff and released staff - and their families supplementary and replacement services for those provided by the national health service. In 2019 the membership of the Fund expanded to include those from former Venetian banks, over 16,000 people including the families of current employees, who in the first 3 years will benefit from the coverage via the health policy. In terms of health benefits, around €160 million of services were provided in 2019. The tumour prevention campaign launched in May promoted effective information and awareness initiatives regarding the value of the screenings carried out by the Italian National Health Service for the prevention and early diagnosis of colorectal, cervical and breast cancer. The constant use of the intranet, internet and web-TV channels made it possible to promote appropriate and healthy lifestyles, raise awareness of the damage caused by alcohol and smoking, and examine the strategies to prevent these widespread forms of cancer.

In 2019 the International Subsidiary Banks Division once again renewed the International Healthcare Programme, which offers a total of 19,000 international employees with permanent contracts (excluding Praxex Bank and Eximbank employees, who will be included from 2020) second medical opinions (also extended to spouses and school-age children) and/or medical treatment in centres of excellence (only for the employee) in countries that are not their country of residence and/or workplace. The programme provides assistance in the event of serious illnesses (cancer, transplants, highly complex surgical procedures etc.), covers treatment and complementary service costs (visa assistance, hospitalisation, accommodation for an accompanying person, travel etc.), all transport and accommodation expenses in the foreign country, and reimburses all medical costs borne once back home. For a number of the companies abroad, the programme has involved - on a voluntary basis and at the employee's expense - an option to guarantee treatment for family members as well (spouse and school-age children).

PREVENTION BY PLAYING: NEW EXPERIENTIAL LEARNING COURSES

More knowledge, less fear: this was the main message of the events organised to raise the awareness of employees on the most common forms of cancer and their treatment. A cycle of 25 meetings in the main Italian towns during which people were involved in an experiential learning course focused on the figures connected with cancer and the virtuous behaviours we can all adopt to prevent them. Participants were firstly asked to answer, tying a knot in a piece of woollen thread, a series of questions on their lifestyles and in particular risk and protection factors that can be modified, such as smoking and drinking habits and levels of physical exercise. The second part of the course reflected more specifically on the numbers of people diagnosed with cancer in Italy each year, their ages and life expectancies. The experience concluded with the creation of a map of the screening exams we all take periodically. The messages were conveyed using an innovative tool, the participatory diagram, which formed the basis of an active, experiential and shared form of learning that encouraged participants to memorise and reflect on the information presented. This physical and playful approach enabled employees to interact directly and see these often little-known figures which may not be fully understood or internalised if only read or heard about. Cancer prevention is one of the great battles of our time and often clashes with our own psychological barriers. So far, around 3,500 employees have taken part in the events.

Since 2014 ALI (Intesa Sanpaolo Employees' Association) has been the only Group association in the Group Welfare System. With over 150,000 Members in 2019, it offers a wide range of services at both local and national level, from social, tourism, cultural and sporting activities to personal services dedicated to the work-life balance. For the children of Members, as well as a wide range of junior campuses in Italy and abroad, it offers - in cooperation with a specialist Company - programmes to help them choose secondary schools, universities and/or their field of work. In 2019, for the Christmas Gift initiative dedicated to children of 1 to 6 the Association supported the Intesa Sanpaolo project to educate children about saving by depositing a contribution in the account "XME conto UP!" current accounts opened on the children's behalf. A one-off voucher is given to the families of all babies born during the year which the member can spend at either Amica Farmacia or Chicco. The campaigns for "purchasing groups" of quality food products were intensified through the Intesa Sanpaolo Destination Gusto platform. This Association also promotes solidarity initiatives, recruiting volunteers for initiatives like Giornata di raccolta del farmaco (Medicine Collection Day), Challenge contro la fame (Defeating Hunger Challenge) and Noi Insieme- Natale 2019 (Us Together - Christmas 2019), an Intesa Sanpaolo solidarity project to offer lunch to almost 2,000 people in financial difficulty at different company sites, combining food with culture and solidarity with art. In 2019 ALI completed its member feedback project, launched in 2018 and dedicated to less active members to identify their needs and expectations and gather information on the measures to adopt to guarantee more inclusive strategies.

Through Fondazione Intesa Sanpaolo Onlus (Intesa Sanpaolo Foundation NPO) efforts to combat financial and social hardship have continued and this has translated into support for employees, former employees and retired employees in difficulty, and the promotion of art and culture through the issuing of university and PhD study grants to students in difficulty. Last but not least, financial support was provided for entities operating directly in the field of solidarity and social welfare. The sum set aside by the Board of Directors in 2019 came to around 2.8 million euro, and included a significant allocation for canteens and dormitories for the poor and needy.

PEOPLE CARE

People Care, the project launched in 2018 with the aim of improving the quality of life in the company and increasing employee wellbeing, continued in 2019 in accordance with the 2018-2021 Business Plan. The People Care model is founded on five pillars: the promotion of the current range of personal services and the ease with which they can be accessed, the permanent observatory of leading businesses on People Care systems at international level, active listening to the needs of employees, support for the development and evolution of the current range of services, activation of a listening and support service. With this in mind, various initiatives were launched together with an in-depth internal feedback phase consisting of interviews and workshops, and an analysis of the good practices of almost 40 domestic and international businesses. At the end of May 2019 Servizi alla Persona (Personal Services) was launched, the section of the #People portal that gathers together all of the opportunities for facilitating the personal and professional lives of employees and their families, with direct, easy and intuitive access to over 300 products and services. It is structured with a catalogue organised according to requirement and at the same time proposes dedicated packages based on event and simple and intuitive interactive courses. The "Listening and Support" service for people in difficult situations or circumstances, or those that simply want to improve their work-life balance and personal wellbeing, was launched in the fourth quarter of 2019. After the pilot phase, dedicated to the Regional Offices of Piedmont, Valle d'Aosta and Liguria, the service will gradually be extended to the entire Group. It is based on the EAP (Employee Assistance Program), an international methodology by which employees are provided with psychological, legal/tax and social welfare support. The service is free, anonymous and confidential, and available 24 hours a day by telephone. It is also possible to begin a course of psychotherapeutic treatment with professionals available across Italy. This service is provided by a European leader in the sector, with the collaboration and supervision of the Postgraduate School of Psychology of Cattolica University of Milan, which monitors the efficacy and excellence of the service. Finally, in terms of the evolution of the range of new services, People Care has a dual goal: on one hand to identify products and services that meet any needs that have not yet been satisfied among large parts of the company population, and on the other "Wellbeing", raising awareness of the impact that this factor has on the personal and professional lives of employees. Four areas have been identified in which to launch specific initiatives: nutrition, movement, body-mind balance and caregiving.

COMPANY CLIMATE

The Intesa Sanpaolo Internal Communications Service is responsible for developing a common culture based on corporate values and fostering the sense of belonging of employees. An integrated system which, as well as the structured consultation of employees, is made up of instruments like the Intranet, Web TV, Mosaico, Mosaico International and the interComm app which foster the continuous sharing of information, engagement, the sharing of objectives and active participation in changes. Lots of activities were carried out in 2019. The attention was focused on the climate analysis which reveals, every two years, the perceptions of Intesa Sanpaolo Group employees using quantitative instruments. The 2019 climate analysis took place in June with the methodological consultancy and operational support of a third-party company which guarantees the total anonymity of those that take part in the survey. The online questionnaire consisted of 18 questions (12 of which also appeared in the 2016 questionnaire to guarantee comparability) divided into 6 chapters: perceptions on your job today and tomorrow, the NPI® (Net People Impact Index) and job satisfaction, perceptions on the general image of the Group, customer satisfaction and management. In Italy 54.8% of workers in the Professional and Middle Manager areas answered the questionnaire, with a satisfaction level of 69%, while 48.7% of staff in the International Subsidiary Banks answered with a satisfaction level of 78%. Intesa Sanpaolo people share the company's vision and culture, are proud to work for the Bank, and have growing respect for and trust in the company management. But structured listening - as a tool for supporting the Top management and the company structures with regard to issues and specific requirements or project activities - is not just limited to the climate analysis. Once again, over 50 listening activities (feedback, surveys, focus groups, etc.) were held this year in Italy and abroad involving almost 50,000 people from the Group's Governance Areas, Divisions and companies.

HEALTH AND SAFETY

The Safety and Protection Department is responsible within the Group for overseeing health and safety activities. Intesa Sanpaolo has adopted and successfully implemented an Occupational Health and Safety Management System identifying, within its organisational structure, responsibilities, procedures, processes and resources for implementing its policy on the protection of employees. With the aim of enhancing the health and safety protection of its employees, since 2017 the Occupational Health and Safety Management System has undergone an annual audit by an independent third party which certifies its compliance with current legislation and industry standards (UNI ISO 45001:2018). The responsibilities and methods associated with the implementation, maintenance, monitoring and improvement of the Occupational Health and Safety Management System (OHSMS) are outlined in the Process Guide - Compliance Management - Management of Occupational Safety Regulations, updated in 2018. The Guide was produced with the goal of reducing the possibility of any harmful event occurring that impacts people, the environment and relevant external parties, monitoring risks in the operations of the company and external businesses involved in the company's activities, and gradually improving the Group's performance in occupational health and safety. The risks to the health and safety of employees are evaluated according to a multidisciplinary approach, considering the combined effect of the working environment, processes and equipment as well as the subjective conditions of workers. The health and safety risk management process comprises the following phases:

- identification of dangers and their classification;
- risk assessment;
- identification and preparation of prevention and protection measures and procedures;
- definition of an action plan as part of a programme to guarantee the improvement of safety levels over time, with the identification of the competent company structures;
- realisation of the planned measures as part of the programme;
- definition of worker information and training programmes;
- monitoring of the implementation of the programmes and checks on the application and effectiveness of the measures adopted;
- management of residual risks.

Intesa Sanpaolo (as Employer) – with the collaboration of the Head of the Prevention and Protection Service and the Qualified Physicians and following the consultation of the Workers' Representatives in charge of Safety - drafts and updates the Risk Assessment Document which contains, among other things:

- the report on the assessment of all health and safety risks during working activities, which also specifies the criteria adopted for the assessment;
- specification of the prevention and protection measures implemented and the individual protection equipment adopted following the assessment;
- the programme of measures regarded as suitable for guaranteeing an improvement in safety levels over time;
- an outline of the procedures for the implementation of the measures, as well as the company roles responsible for this.

The assessment and the associated document are updated on the basis of technical developments as well as significant changes to the production process and organisational structure of the company that may impact on the risk exposure of workers. This commitment was fulfilled in 2019 as well, with the updated document provided to all employees. In 2019, the risk management process at the Group's sites, implemented in close collaboration with the competent company functions, was carried out according to an action plan that made it possible to maintain the trend of the overall reduction in risk factors. The post-traumatic stress support programme continued in 2019. As in previous years, this support is provided to employees who have experienced robberies, acts of verbal or physical violence or natural disasters, or been involved in traumatic events connected with the working environment. Medical and psychological support, consistent with the seriousness of the trauma suffered, was offered to all employees involved in the incidents brought to the attention of the Prevention and Protection Service. In 2019 a total of 28 support actions were organised involving around 217 employees (in detail: 11 actions following robberies for 73 employees, 17 actions following traumatic events for 144 employees).

As part of the 2018-2021 Business Plan, the Occupational Health and Safety 4.0 Project was launched in 2018 to analyse the development of banking activities in relation to the digitalisation of processes and therefore to understand the effects on the health and wellbeing of the company population. The project is also based on contextual elements such as the gradual aging of the workforce, anticipating future scenarios and working methods in order to develop, with medical support, risk mitigation measures in the layout of new workstations and in the content of programmes and procedures designed to guide the new activities. The project involves 6 working groups; a first phase to identify specific new survey methodologies and trial them was completed

at the end of 2019. As part of these trials the possible specific methodologies for assessing the workplaces and spaces typical of the 4.0 environment, i.e. places different from the workspace normally assigned to each employee, were examined. These alternative spaces, inside and outside the bank, can be used thanks to technologies that facilitate collaboration independently of the place in which they are located. A new medical check-up protocol was identified to include methodologies aimed at examining symptoms that can also be connected with emerging risks. Finally, changes were made to the methods of evaluating work-related stress, taking account of new phenomena like technostress. The project and its results were illustrated in the Risk Assessment Document at the end of 2019.

CHALLENGE - INTERACTION BETWEEN HUMANS AND COMPUTERS AND IMPLEMENTATION OF NEW APPLICATIONS AND TECHNOLOGIES

The investigation (Challenge) carried out with Intesa Sanpaolo Innovation Center Lab Neuroscience and IMT School for Advanced Studies of Lucca examined interactions between humans and computers to study how technologies and applications impact on people's stress levels, and cognitive load, technostress and ageing in particular, verifying the effectiveness of strategic measures to improve the adaptability and quality of life of workers in relation to these three aforementioned variables. The study collated and examined: i) demographic and descriptive variables such as age, gender, qualification, profession, years of service in the company; ii) psychological variables like cognitive flexibility, mental openness, technostress, subjective perception of performance and the application, ability to manage cognitive load. The analysis showed how specific knowledge supported by test data, variables capable of impacting on the phenomena of technostress and ageing, enables the development and implementation of targeted strategies such as, for example, strengthening self-efficiency, creating awareness, increasing cognitive flexibility and the optimal management of IT instruments. The neurophysiological analysis of the sample of volunteers was not aimed at revealing pathological states but at analysing a momentary reaction of the subject to a specific task with the use of company applications. The neurophysiological data collected and analysed proved to be fully in line with that of the general population.

Together with INAIL, Intesa Sanpaolo participated in the international research project "Adaptation and change: the future of work at a time of technological innovation and the lengthening of the working life", involving the qualified physicians and employees of the Banca dei Territori Division and the Head Office departments. The project involved a medical check-up (voluntary or as part of the health surveillance protocol) during which specific questionnaires were issued in order to assess work ability in relation to change and ageing. The project involved 3,154 people (758 from the new concept branches, 319 from traditional branches and 2,077 from the Head Office departments). According to the results of the survey, the Work Ability Index of employees, i.e. their ability to perform their jobs in the present and future on the basis of their role and resources, was medium to high.

WORK-RELATED STRESS RISK ASSESSMENT

Important updates were made to the Branch service models in 2019 with the introduction of new working roles and the redefinition of the roles of the professional figures that work in branches. This led to a change in the system of relations due to the strengthening of remote offers and channels. To accompany this evolution, the specific work-related stress assessment was redone. This activity involved the managers of the relevant structures and consultation with the Worker Safety Representatives, and followed the methodological procedure indicated by INAIL for the careful analysis of contextual and work-related factors. The analysis of the indicators did not highlight any particular organisational conditions that can lead to the significant presence of work-related stress. More specifically, the preliminary assessments showed that the overall risk level is “low” for all uniform groups examined, indicating focus and improvement areas for each one. These findings are backed up by the analysis of employee medical check-ups which showed a good general level of health among staff and a below-average frequency of stress-related illnesses. An additional assessment activity was carried out on the Online Branches, for which an in-depth evaluation was performed involving a sample of employees in focus groups coordinated by psychologists from the University of Milan. The assessment highlighted areas requiring improvement and the results of the assessment updates are noted in the Risk Assessment Document which is available to all employees.

Following the consolidation of the seismic risk assessment methodology, in 2019 the hydrogeological risk assessment methodology was reviewed to determine the Index of the Hydrogeological Risk Level of properties (IGRi). More specifically, a pilot project was launched for buildings located in areas of greater risk according to the Italian Institute for Environmental Protection and Research (ISPRA, Istituto Superiore per la Protezione e la Ricerca Ambientale) classification and/or situations already documented, such as floods and landslides. Additionally, following recent events in the Venice area, a specific activity was launched to assess the IGRi and identify possible preventive measures with regard to the “high water” emergency. The health surveillance programme continued in 2019 on the basis of the indications of the new health plan introduced with the Risk Assessment Document approved in July 2018. Thanks to the new indications in the plan the 2018 Epidemiological Report included interesting assessments that were more detailed than the past, particularly following the introduction of the Work Ability Index (WAI), a tool based on the concept that the ability to manage assigned workloads is strictly correlated to the balance between an individual’s personal resources and the demands of their job. An analysis of the over 7,000 questionnaires showed that results are excellent in over 52% of cases and good in 43% of cases. Within the described parameters, there was an evident downwards trend according to age.

With regard to activities among the International Subsidiary Banks, 2019 saw the continuation of the measures outlined in the health and safety governance strengthening plan, drawn up together with the Safety and Protection Department and the International Subsidiary Banks Division in 2018. In particular, in 2019 the Banks adopted the Regulations for the health and safety management systems, issued in late 2018, and appointed their occupational health and safety representatives. Local representatives were involved in two training sessions organised by Safety and Protection, one held in person and the other remotely. In addition to these activities, in 2019 the first operational and training meetings were organised with the subsidiaries, involving Bank of Alexandria, Banca Intesa Beograd, Eximbank, Intesa Sanpaolo Bank Romania and VÚB Banka.

UNI ISO 45001:2018 CERTIFICATION FOR OHSMS

The procedure of certifying the Occupational Health and Safety Management System in accordance with the UNI ISO 45001:2018 standard (as opposed to the British Standard OHSAS 18001:2007 as was previously the case) was concluded in 2019, two years ahead of the deadline. The new standard, which adopts the same structure (High Level Structure - HLS) as other ISO management system standards, is designed to be integrated in existing management processes. As such, the audit carried out by a third party focused on the integration of processes according to the three international certification standards ISO 45001:2018 – Health and Safety, ISO 14001:2015 – Environment and ISO 50001:2011 – Energy. The audit activities were based on a significant sample of branches and sites and involved the main head office departments, branch employees, qualified physicians, Worker Safety Representatives, and maintenance and cleaning company staff. The certification obtained covers 100% of the Intesa Sanpaolo branches and buildings in Italy.

WORKER SAFETY REPRESENTATIVES

Following a 2016 union agreement the Group's Worker Safety Representatives (WSR) were elected. Their areas of responsibility are defined on a geographical basis. The group of representatives currently numbers 111 employees who represent almost 100% of the staff. Every year dedicated training activities are held to update the WSR. Thanks to this series of activities it was possible to make the procedures for consultation and participation in the overall health and safety management system fully operative, as established by the regulations.