



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

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RELEVANCE OF ISSUES AND MAIN IMPACTS

In recent years, the Intesa Sanpaolo Group has shown its ability to generate value for all stakeholders, achieving excellent results even in challenging external contexts. The new and ambitious strategic priorities set out in the 2022-2025 Business Plan were also defined with the active contribution of around 58,000 Group's people, the most important resource who increasingly represents the key driver behind the Bank's success. Indeed, thanks to their professionalism, diverse skills, career development and professional reallocation, together with a major technological investment underway in the context of the digitalisation process, Intesa Sanpaolo's people continue to ensure excellence in customer service quality and the full achievement of the Plan's objectives. Intesa Sanpaolo undertakes to counter potential episodes of discrimination or violation of people's rights within the Group and to enhance their potential and uniqueness, including through the promotion of training and merit, as well as attention to diversity and inclusion.

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2022 Actions/Results	Plan Objectives for 2025 2022-2025 Cumulative value
Retention, enhancement, diversity and inclusion of the Group's people	Training	<ul style="list-style-type: none"> In 2022, the hours of training provided reached a total of approximately 12.6 million, 11.3 million of which in digital mode. The level of satisfaction among the Group's people (81% for digital training and 97% for live training) is high, in line with that already achieved in previous years. The creation of Italy's new leading player in the training sector was completed through the business combination between Intesa Sanpaolo Formazione and Digit'Ed, a company of the Nextalia Fund 	<ul style="list-style-type: none"> 50 million hours of training in the 2022-2025 period Creation of a leading education player in Italy: provide Group's people with excellent training on critical skills for the digital and ecological transition, investing in the most modern learning technologies
	Job community	<p>Approximately 15,200 Group's people within the job communities, specifically:</p> <ul style="list-style-type: none"> approximately 15,100 employees with homogeneous titles approximately 100 people in job communities (without title), thanks to the launch of 3 Pilot Communities in the last quarter 	<ul style="list-style-type: none"> New "job communities" (clusters of professionals with homogeneous skillsets, learning paths and titles) aimed at defining a coherent development model throughout the Group: increase in the number of participating people from around 4,000 in the 2018-2021 period to around 20,000 in the 2022-2025 period

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Macro-issue	Projects/Indicators	2022 Actions/Results	Plan Objectives for 2025 2022-2025 Cumulative value
Retention, enhancement, diversity and inclusion of the Group's people	Talent management and development programmes	<ul style="list-style-type: none"> Over 140 Group talents have already completed their training and development course within the respective Talent Programmes, which are still ongoing for ~180 people; 170 new talents were selected who will start the programme by 1Q 2023 ~430 key people were identified among Middle Management for dedicated development and training initiatives 	<ul style="list-style-type: none"> "Future leaders" programme targeting ~1,000 talents and key people at Group level
	Long-term Incentive Plan for Management ^(*)	<ul style="list-style-type: none"> Performance Share Plan (PSP): long-term share-based incentive plan for Management - approximately 3,100 recipients (including the Managing Director and CEO, the remaining Group Top Risk Takers and other Group Risk Takers) - aimed at supporting the objectives of the 2022-2025 Business Plan and directing performance in terms of sustainability. More specifically, with reference to the latter, a composite ESG KPI was introduced (consisting of a sub-KPI for each of the 3 factors that make up ESG identified in the Business Plan) acting as a de-multiplier by reducing, depending on the level of achievement, the number of shares vested at maturity according to the achievement of the Business Plan's objectives 	<ul style="list-style-type: none"> Long-term incentive plan to strengthen the involvement of Management in the achievement of the Business Plan's objectives and reward the creation of value for shareholders
	Long-term Incentive Plan for Professionals ^(*)	<ul style="list-style-type: none"> LECOIP 3.0: long-term incentive plan based on Certificates having Intesa Sanpaolo shares as underlying and aimed at all Professionals in Italy, to which 45,629 people have signed up; in particular, with reference to ESG, a minimum return on the capital initially allocated is expected upon the achievement by the Group of the same composite ESG KPI contemplated in the Performance Share Plan (PSP) 	<ul style="list-style-type: none"> Long-term incentive plan intended for professionals to promote their identification (ownership) and the spirit of belonging to the Group and encourage sharing of the value created over time following the achievement of the Business Plan objectives
	Short-term Incentive Plans ^(*)	<ul style="list-style-type: none"> The annual incentive system of the CEO and other ~3,000 Managers, in line with 2021, in the context of the Performance Scorecard, includes the assignment of the Group's transversal ESG KPI, assessed both at Group level (in terms of inclusion of Intesa Sanpaolo in the sustainability indexes) and at Governance Area/Division level (in terms of achievement of the Diversity & Inclusion commitments and specific projects/initiatives) and to which a weight of 15% is assigned 	

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2022 Actions/Results	Plan Objectives for 2025 2022-2025 Cumulative value
Retention, enhancement, diversity and inclusion of the Group's people	Diversity & Inclusion initiatives	<ul style="list-style-type: none"> ▪ 9 women (equal to 60% of appointments to senior positions) were appointed to senior positions (first and second level reporting below the CEO) during 2022 ▪ The activities of the D&I Control Room continued, for the monitoring of the commitments on gender equity defined in the Diversity & Inclusion Principles - monitoring also extended to the "fifth commitment", defined in the 2022-2025 Business Plan, relating to promotions in the senior leader cluster ▪ The gender equality certification was obtained according to the criteria set out in the NRRP in Mission 5 "Inclusion and Cohesion" (Intesa Sanpaolo is the first large Italian banking Group to have obtained it for its commitment to diversity and inclusion) ▪ The managerial discussion process on Inclusive Leadership issues aimed at people with roles of responsibility was completed (involving more than 6,600 people, i.e. the entire management cluster in Italy); the initiative is in the process of being extended to the International Subsidiary Banks ▪ A specific survey^(*) was provided on inclusion issues dedicated to all Group's people ▪ A mandatory sexual harassment course was released, aimed at the entire Group ▪ Collaboration started with ISPROUD, the Group's first community of employees, which now includes more than 400 LGBTQ+ people and allies 	<ul style="list-style-type: none"> ▪ ~50% of women in new appointments to senior positions (1-2 organisational levels below the Managing Director and CEO) ▪ Promotion of an inclusive and diverse environment thanks to a set of dedicated initiatives and a focus on gender equality

^(*) For further information, see page 46, paragraph "Remuneration" in the chapter "Governance and risk management" and paragraph "Assessment and incentive systems".

^(**) See page 199, paragraph "Company climate".

COMPANY POLICIES

People's continuous enhancement, growth and satisfaction are fundamental objectives to be pursued: Intesa Sanpaolo, in line with the 2022-2025 Business Plan, will continue to invest in its talents, fostering diversity and inclusion, creating a unique ecosystem of skills in line with the Bank's evolution, further developing the Next Way of Working project, with the aim of guaranteeing the best professional experience for the Group's people.

The enhancement of human resources and the principle of excellence based on the recognition of merit are defined in the Group Remuneration and Incentive Policies, in the Diversity & Inclusion Principles and in the Code of Ethics.

Specific tools for managers and professionals make it possible to implement structured performance assessment processes and map skills. The Group's Remuneration and Incentive Policies aim to align the behaviour of the staff with the interests of all Stakeholders, guiding their action towards the achievement of sustainable medium-long term objectives within the framework of the prudent assumption of current

and prospective risks, as well as to contribute to making the Group an “Employer of choice” for its ability to attract, motivate and retain top resources. Designed to respect regulatory requirements and based on correct relations with customers, the Policies link wages to risks undertaken, aligning the remuneration systems with prudent financial and non-financial risk management policies. In addition, the Policies are inspired by the principles of merit, rewarding outstanding contributions and guaranteeing a close relationship between bonuses and results achieved/risks taken, the principles of equality in both internal and external terms, the principles of gender equality and sustainability, making it possible to limit expenses to values compatible with the Group's economic and financial liquidity.

The Diversity & Inclusion Principles and the Code of Ethics in terms of diversity enhance the specific qualities of each employee, recognising their key contribution towards innovation and the growth of the Group. At the same time, it guarantees equal opportunities in terms of professional growth and development and access to training courses and refresher and role assignment initiatives. The Diversity & Inclusion structure, within the scope of the Chief Operating Officer Governance Area, pursues the mission to promote all forms of diversity that coexist within the Group: gender, generational differences, disabilities, sexual orientation, cultural, ethnic and religious differences.

PEOPLE AND DIGITAL TRANSFORMATION

People continue to represent the most important asset for the Group, an enabling factor for the success of strategic projects and for the achievement of the results envisaged by the 2022-2025 Business Plan. The commitment to providing simple, digital and innovative HR services, for the benefit of all the Group's people, therefore remains constant over time. More specifically, during 2022, preparatory activities were launched for the creation of “Nuovo Core HR”, a new Group HR platform based on Cloud infrastructure, with standardised processes at Group level, which will contribute to streamlining operations between all Group companies and to increasingly guiding HR policies thanks to a management process based on global data and reporting. In 2022 as well, the innovative approach of the Digital & Data HR Transformation Programme, introduced in 2020, allowed the continuation of the digital transformation of services and processes dedicated to employees through the co-leadership of the Chief Operating Officer and Chief IT, Digital and Innovation Officer Governance Areas, providing a semi-agile working method, 100% Cloud IT platforms and cross-functional teams. The new Onboarding process for the Group's new hires is one of the main innovations of 2022. It is a constantly evolving model that involves all the Group's Governance Areas and the Italian Divisions and also provides for the introduction of a pre-hiring portal specifically designed to guide resources about to enter the Group right from the very early post-selection stages, thereby helping them develop a sense of belonging before they officially join the Group.

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

#PEOPLE: THE PORTAL FOR THE PEOPLE OF INTESA SANPAOLO

Launched in 2018, this is the space dedicated to all Intesa Sanpaolo Group people. From the portal all employees can access their personal profile, which contains their main personal details together with their CV and a space for introducing themselves and sharing their professional ambitions, and the LECOIP 3.0, PSP (Performance Share Plan) and POP (Performance-based Option Plan) section with the value of the long-term incentive and employee share ownership plans for professionals and managers. There are also sections dedicated to Personal Services, which include over 300 products and initiatives offered to Group's people, to internal mobility, such as Jobs@ISP, the internal job marketplace with professional opportunities dedicated to all Group personnel and Next, the Intesa Sanpaolo reskilling and upskilling programme. #People also includes the Performance Management and News area, as well as multimedia information to keep the Group's people up to date on the most important events and news. In addition, two Apps connected to #People and HR systems were also developed: the #People App for mobile devices and the Feedback App, connected to the Group's Performance Management system, which makes it possible to easily share feedback between managers and employees. In the context of the 2022-2025 Business Plan and with a view to continuing to provide increasingly effective and digital services, #People aims to become a one-stop source of all HR contents and services for the Group's resources globally.

ASSESSMENT AND INCENTIVE SYSTEMS

In order to maximise internal equity, external competitiveness and a culture of meritocracy, Intesa Sanpaolo continues to apply the introduction of a system to map the organisational positions in the company called Global Banding. Considering 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 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. Currently over 3,000 managerial positions have been appraised. With reference to the enhancement of professionals, in order to recognise the level of professional contribution provided in the context of one's profession, progressive skill specialisation, and at the same time represent an alternative people development system to the managerial one, the career title mapping phase was completed in all the Government Areas where the professional profiles are not specifically identified. Furthermore, the phase involving the extension of the model to Divisional staff and to the Companies in the Italian scope got underway.

In this context, with reference to performance measurement systems, UpPER represents the performance assessment tool primarily targeted at professionals. Supported by a digital system, it places the focus on every single individual, emphasising their specific role and contribution. The performance assessment is based on three indicators, shared between managers and employees at the start of the year. In order to foster continuous dialogue, during the assessment cycle managers can provide employees with feedback on the indicators that have been assigned, also thanks to the use of the specific App, enabling them to receive notifications of relevant training initiatives.

In 2022, a new assessment system called aHead was introduced for Middle Management (with the exception of Senior Directors), which sets KPIs defined in line with the levers used by managers and managerial indicators connected to the Group's Leadership Model. On the other hand, the Group's Risk Takers and Middle Managers with "Senior Director" or "Head of" title in some specific business functions, the assessment system adopted is known as Managers' Performance Accountability, which sets objective and measurable qualitative and quantitative KPIs identified in accordance with the objectives of the Business Plan.

Lastly, as for the International Subsidiary Banks, the New Performance Appraisal Tool - NewPat - was launched in 2018. This tool provides performance evaluation of all the employees from the head office departments. In 2021, the Network Incentive Model - NIM, a tool dedicated to the assessment of branch personnel at 3 pilot banks (Privredna Banka Zagreb, Intesa Sanpaolo Banka Bosna i Hercegovina and Intesa Sanpaolo Bank Slovenia) had begun to be introduced. In 2022, the tool was also extended to Banca Intesa Beograd, Eximbank, Intesa Sanpaolo Bank Albania and Intesa Sanpaolo Bank Romania and will be gradually released to the other Banks.

As for its Incentive Systems, the Group has both short-term and long-term Plans for the entire workforce.

More specifically, for the Group's Risk Takers and Middle Management there is an annual Incentive System connected with the Managers' Performance Accountability/aHead system (according to the afore-mentioned cluster) and, with reference to the International Subsidiary Banks, with NewPat/NIM, 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. More specifically, in the Incentive System formalised through MAP and NewPat, the ESG dimension continues to play a central role through the introduction of a specific and structured KPI assigned to the CEO and to approximately 3,000 managers in line with the Group's commitment to the sustainability/ESG sphere (see page 46).

On the other hand, for the remaining personnel a trade union agreement was entered into on 29 April 2022 for the payment of the 2022 Broad-based Short-Term Plan (PVR) with both distribution-ownership purposes, aimed at enhancing the contribution provided collectively to the achievement of the year's results and to the achievement of the 2022-2025 Business Plan objectives, and with incentive purposes, in order to reward the team's merit and performance. The 2022 PVR, which rewards increased profitability, productivity, innovation and efficiency, confirms the principles of inclusion, merit and orientation towards sustainable results in the medium-long term as central values, in relation to the Business Plan. The 2022 PVR consists of two portions:

- the Base Bonus, paid on the basis of the professional profile or level of seniority, consists of a fixed portion for income up to 37,000 euro and an additional amount – the so-called Plan Welcome Bonus – for all employees. The Welcome Bonus, which can be converted at the employee's request into Intesa Sanpaolo ordinary shares to be allocated to the LECOIP 3.0 long-term incentive plan (see below), was brought forward during 2022.
- the Excellence Bonus, paid according to distinctive individual performance and team goals. In 2022 as well, given the persistent difficulties caused by the COVID-19 emergency, employees who were absent for long periods of time continued to be eligible to participate in the Plan.

SERVICE QUALITY AND EMPLOYEE INCENTIVES

The Excellence Bonus for personnel of the Intesa Sanpaolo network is intended to reward the work of the best Branches and promote standout conduct, with a focus on achieving sustainable performances over time in terms, among others, of profitability, credit quality, growth, service quality, customer satisfaction and monitoring of operational risks, in any case taking into account the qualitative assessment. More specifically, KPIs of a non-financial nature are also applied, including at least (i) the Operational Excellence KPI, with the aim of measuring synthetically compliance with the relevant rules on the exercise of banking and dealing activities, management of conflicts of interest, transparency towards customers and regulations for consumer protection and (ii) the Service Excellence and Net Promoter Score KPI, with the aim of measuring synthetically the quality of the service provided.

In addition, confirming the importance that the issues of assistance and services for families and work-life balance have in the Group's policies, employees once again had the option of requesting that all or part of their 2022 PVR be recognised in the form of welfare services, taking advantage of the opportunities that the tax regulations in the area of workplace productivity remuneration offer employees year by year. In line with the strategic objectives, the Protection Excellence System (SET), dedicated to the personnel of the Network involved in the offer of insurance products, was also confirmed for 2022. Finally, with the agreement dated 29 April 2022, the Insurance Division personnel was paid a Variable Additional Bonus (PAV) and a Social Bonus.

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

In addition to these tools, in order to enhance the commitment and involvement of all Group's people to the achievement of the financial, equity and sustainability objectives of the 2022-2025 Business Plan, the Group confirmed the use of Long-term Incentive Systems aligned with the time horizon of the same Plan and broken down by purpose, instruments and clusters. Specifically, two new long-term Incentive Plans were launched for all employees:

- the Performance Share Plan (PSP) reserved for the Management (including the Managing Director and CEO, the remaining Group Top Risk Takers and other Group Risk Takers) and based on shares paid on a fixed basis upon the achievement of specific performance objectives;
- the LECOIP 3.0 Long-Term Incentive Plan intended for professionals in Italy and based on Certificates with Intesa Sanpaolo shares as underlying.

These Plans, albeit according to different mechanisms depending on their respective cluster, include the ESG - Environmental, Social and Governance dimension (see page 46 - paragraph "Remuneration" in the chapter "Governance and risk management").

More specifically, the LECOIP 3.0 Plan, entered into with the Trade Unions in continuity with the previous editions and to which 45,629 Professionals participated, entails the free assignment of Intesa Sanpaolo shares and allows the accrual of a capital greater than the initial investment, depending on the positive performance of the Intesa Sanpaolo share, inclusive of a minimum 4% return linked to the achievement of specific Group ESG objectives, calculated as a fixed percentage of the capital initially allocated.

TRAINING

In 2022 the Development Policy and Learning Academy Head Office Department continued to implement innovative training models and methodologies, geared towards all Group's employees and conducive to promoting a multichannel approach that makes learning as simple and flexible as possible through the use of the different corporate training Platforms/Apps (Appendo, Myla and Management School). 2022 also marked the launch of the new LEA training platform dedicated to employees belonging to the International Subsidiary Banks coordinated by the International Subsidiary Banks Division, through which the digital training addressed by the Parent Company to the Banks in the scope is currently provided, including mandatory training, and a live training channel is planned to be launched.

In 2022, the hours of training provided reached a total of approximately 12.6 million, 11.3 million of which in digital mode. The level of satisfaction among the Group's people (81% for digital training and 97% for live training) is high, in line with those already achieved in previous years.

The end of 1H22 saw the finalisation of the sale of the Intesa Sanpaolo training business line that led to the establishment of Digit'ED Spa (Intesa Sanpaolo's exclusive partner in the development of training initiatives), which sets out to be a leading educational player in Italy, leveraging Intesa Sanpaolo's innovative learning infrastructure and positioning itself as an aggregator of the best Italian companies in the sector.

In 2022, new mechanisms concerning non-completion of mandatory training within the required timescales were introduced in the incentive system in order to further strengthen its monitoring.

On a thematic level, the training provision was expanded and updated with the publication of new digital contents to implement the regulatory updates on the subject of Legislative Decree 231, Anti-Money Laundering and Anti-Corruption, Business Continuity and Cybersecurity. The latter areas continue to be considered crucial, both following the Group's continuous digital development and in consideration of the challenging international political situation. Further digital contents have been developed on the broad theme linked to the NRRP (digital and sustainable mobility, education and research, social inclusion and cohesion, tourism, agribusiness). Furthermore, with regard to Diversity & Inclusion issues, initiatives were provided in continuity with the work carried out in previous years, such as initiatives dedicated to female empowerment, parenting and the dissemination of the ageing culture. On the international front, the training plan on inclusive leadership was launched within the scope of the International Subsidiary Banks Division, which involved the top managers of the first three target banks of the initiative; the IMI CIB Division, on the other hand, promoted initiatives aimed at inter-generational dialogue and enhancement.

In line with the 2022-2025 Business Plan and in order to strengthen culture and skills in the ESG area, various training contents were developed and made available, mainly with reference to participation in the Net Zero initiatives, the UN 2030 Agenda, ESG scoring, with the goal of continuing to enhance the culture and skills of the Group's people in the sustainability sector. The content was accessed by around 92% of Group's people. For more information on ESG training, see page 54.

2022 recorded significant growth in the use of the Knowledge and Roles Model and the associated tools, which by providing a snapshot of the existing know-how and professional roles within the Group, enable various HR processes (such as Professional Titling, People Training and Development). The activities related to the definition of Job Roles on the Group structures continued, in line with the process started in 2021. These activities enabled the activation of the Knowledge Survey Campaigns, through the Teti Competenze platform, for the purposes of collecting and updating the knowledge monitoring data pertaining to their Job Roles for over 29,000 people during the course of the year. Still with regard to Job Roles, the Bank launched a Job Role communication process for its employees, so as to turn the tool into an asset available to people with a view to their training and development process. The Job Community Model was developed by leveraging the Roles Model and in line with the 2022-2025 Business Plan. The Job Communities were activated starting from the drawing up of an integrated work plan aimed at designing the framework, identifying and setting up the supporting platform, as well as the various enabling activities. Three pilot Communities were launched in the last quarter of the year, and the model is planned to be extended over the next few years.

In 2022, managerial training continued to be provided to over 8,200 Managers and 300 Talents with a wide range of initiatives. Listening to Managers' needs was the springboard for the provision of personalised training on managerial needs in a new context: over 90 Managers were involved in Shadow Coaching Meetings, aimed at improving performance in the management of remote meetings, over 240 Managers were involved in Distance Tutoring and around 200 Managers in Coaching courses, two tools which, through the Management School App, increasingly integrate opportunities for interaction with the digital dimension. Every Friday, Managers

are invited to Digital Talks (over 3,500 Managers in 2022), interviews with experts on managerial issues and scenario topics with insights into the banking reality. As part of the digital meetings, 5 editions of Compliance Talks were also held on transversal training topics for Top Management. Several personalised journeys were created by Structure, individual Manager's profile and specific development needs. These include, for example, the Female Leadership Acceleration, a programme designed to enhance female talent and guide around 180 managers along their managerial growth process.

Digital initiatives also continued as part of the International Talent Program for the Group's Talents, also supported by the content and insights available on the Management School App, and the Diversity & Inclusion courses for over 4,800 Managers. On the international front, around 1,000 Managers of the International Subsidiary Banks were involved in 3 editions of Digital Talks on global topics, and a journey of meetings on ESG issues was launched for them.

The Management School App, enriched with around 150 new learning objects, for a total provision of 1,000 contents also dubbed in English, achieved an 80% adoption rate and 99% satisfaction rate.

Content planning in digital format was focused on the managerial conditions of the new working context and on strategic issues for the Bank included in the new 2022-2025 Business Plan: sustainability, Diversity & Inclusion issues, technological evolution in the workplace and the transformation of job roles and business models.

Furthermore, as part of the Impact initiatives, Intesa Sanpaolo continued its commitment towards students by developing inclusive education projects and programmes in the training and professional sphere (for further information, see page 166).

TALENT MANAGEMENT AND DEVELOPMENT

The objectives of the 2022-2025 Business Plan are supported by heavy investments in the Group's people: the Future Leaders Programme is part of an innovative strategy aimed at around 1,000 talents and key people over the entire time horizon of the Plan.

The International Talent Program (ITP) has established itself as one of the most important talent development initiatives at a Group level. Launched in 2017 to develop a new generation of managers and professionals with a transversal culture and an international outlook, the Programme is aimed at a pool of Group professionals or middle managers, and consists of personalised development paths lasting approximately 3 years. Each path is characterised by interfunctional, interdivisional and international job rotations of 12 months each, the objective of which is the development and strengthening of key technical-specialist and managerial skills - and of an overall vision of the Intesa Sanpaolo Group. All participants in the Programme are also 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. A mentorship and tutorship programme is also dedicated to the Talents, which involves the Senior Managers and the Heads of the structures to which those same talents belong.

With the launch of a new edition dedicated to the Corporate Control Functions, at the end of 2022 the number of talents included in the Programme exceeded a total of 350: an important step forward towards the objective of the Business Plan, aimed at strengthening the Group's middle management in an increasingly international perspective. The 350 talents are currently involved in two editions of International Talent Programmes cutting across the entire Group, and in some editions dedicated to specific areas: two editions for the Control Functions, one for the Chief IT Digital Innovation Officer area, one for the Chief Lending Officer area and one for Digital Compliance, in addition to the Talents from UBI Banca who are continuing with their tailored programme in Intesa Sanpaolo. The International Talent Programme also finds a new dimension in the 2022-2025 Intesa Sanpaolo Group Guidelines, which present a new and innovative talent strategy focused on the Business Plan, digital acceleration, ESG and enabling behaviours. 2022 marked the end of the selections for the third edition of the International Talent Program, which involves 147 talents from across the entire Group, and the selections for the International Graduate Program, an edition dedicated to 20 new graduates who are hired by the Group from the external market and included in the already consolidated development programme; the selected participants will be included in the Talent Program at the beginning of 2023. The Key People programme represents a process of excellence aimed at the Group's middle management, identified as an enabling factor for the new Business Plan, as an expression of high potential, in possession of the key distinctive skills for the achievement of the objectives of the Plan and/or responsible for the management of specific strategic projects for the same Plan. Launched in 2022, it is targeted at approximately 430 managers, also operating in the Network, with the aim of enhancing their all-round professional and managerial growth

and potentially guiding them towards future roles of responsibility in particularly complex managerial contexts. Over the course of the Business Plan, participants are involved in a tailored development plan characterised by transversal initiatives, aimed at the whole community, as well as premium or dedicated initiatives, designed by the Management School and selected from time to time for the Group's people, through the supervision of a dedicated pool of HR Managers together with the reference HR Management Divisions.

SUCCESSION PLANS FOR BUSINESS CONTINUITY

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

DIVERSITY AND INCLUSION

The company population is fairly evenly spread between male and female employees (46% men and 54% women). There are almost 15,000 female managers (executives and middle managers) in the Group, representing 29.1% of all female employees. Women managers account for 39.4% of all managerial staff.

During 2022, the Diversity & Inclusion (D&I) Structure, reporting directly to the Chief Operating Officer, continued its promotion of an inclusive work environment, capable of welcoming and enhancing all forms of diversity. Supported by a process involving the measurement and continuous assessment of the results obtained, the Group's inclusion strategy sets the benchmark for an effective cooperation with all of the entities involved in various ways in the co-creation and development of the initiatives. The D&I Operating Committee, comprising a focal point for each Division, Governance Area and other key Structures for the planning, development and coordination of the inclusion initiatives, continued its alignment, discussion and sharing activity, fostering a continuous exchange between the D&I Structure and all the Group's entities, with a view to conveying the various inclusion initiatives and co-planning and directing specific initiatives.

Furthermore, the activity of the Diversity & Inclusion Control Room continued throughout the year focusing on the ongoing monitoring of compliance with the commitments set out in the Diversity & Inclusion Principles of the Group: the commitments aimed at guaranteeing fair opportunities in hiring processes, promotion to senior roles, appointments to Management positions and in the succession plan for top management roles were subject to continuous observation. A fifth element was added, as defined in the 2022-2025 Business Plan, to these four commitments, originally set out in the Principles approved by the Board of Directors in 2020: appointments within senior positions must be balanced in terms of gender over the four-year plan. In 2022, 15 appointments to senior positions (first and second level reporting below the CEO) were recorded: 9 of these (60%) were referred to women.

In 2021, following the publication of the Rules for Combating Sexual Harassment and the provision of a mandatory training course for all company employees, a new edition of this mandatory training course was designed and released in 2022, again aimed at all the Group's people: to enrich the contents of the 2022 edition, the course addressed the issue of sexual harassment also in relation to the concepts of sexual orientation and gender identity. A listening and psychological support and legal information service dedicated to the victims of sexual harassment was provided in 2022 as well, which can be accessed free of charge and is managed by external professionals. In 2022, an inter-functional working group was activated 15 times for the management of potential cases attributable to the Rules for Combating Sexual Harassment, in line with the process defined therein. Out of 15, 5 were closed as confirmed sexual harassment, 6 as no sexual harassment and 1 as unconfirmed sexual harassment but ascertained violation of other Bank regulations. 3 reports are still pending as the related checks are still in progress. Once harassment has been ascertained, the ordinary disciplinary process is followed based on the provisions of the Intesa Sanpaolo Disciplinary Code. In particular, in one case the person responsible had already left the company, hence no disciplinary proceedings were initiated; in the other 4 cases, disciplinary action was taken, contesting the conduct and imposing sanctions at

the end of the proceedings based on the provisions laid down in the Disciplinary Code, applying the principle of proportionality.

To promote female talent and encourage the creation of fair and inclusive working environments, initiatives for the development of female professionals and managers continued, including initiatives aimed at the empowerment and growth of women included in development plans, which involve job rotation programmes, shadowing, training and empowerment. The “Female Leadership Acceleration” programme, a training and development process aimed at women managers, with the target of creating a community receiving customised management approaches in terms of growth and networking among participants, also continued.

The programme aimed at the Group's long-term absentees also continued its activity, involving more than 300 long-term absentees in an orientation programme with optional participation, with the aim of establishing a close relationship during the employees' absence and promoting their successful return to work.

The parenting support initiatives were targeted at both mothers and fathers: in addition to the training activities designed to promote awareness of the value of being parents and professionals, a new initiative was also launched within a Governance Area, with the aim of involving the fathers of that Area in a reflection on gender stereotypes linked to parenting.

In terms of sexual orientation and gender identity, the collaboration with Parks - Liberi e Uguali continued, with which Intesa Sanpaolo is partnering and with which communication and awareness-raising initiatives were planned to encourage the full inclusion of LGBTQ+ people. Information relating to the support that is guaranteed in the company for people who wish to be supported in the workplace during their gender transition process was also disclosed within the Group. 2022 marked the official launch of the ISPROUD experience, the community (or ERG - Employee Resource Group or affinity group) of LGBTQ+ people and allies born spontaneously in 2021 and grown through word of mouth. The community has been growing steadily over the course of 2022, involving more than 400 people in Italy and abroad who meet periodically to discuss, share ideas and experiences to be translated into tangible project ideas to propose to the company. ISPROUD collaborated with the Diversity & Inclusion Structure and with the rest of the Group on a number of initiatives, providing its contribution for the planning of internal and external contents, the organisation of events and the launch of new projects.

The value of inclusion was the subject of various training contents designed and proposed during the year, which were customised and aimed at different Group populations. Employees with senior roles completed the managerial discussion process on Inclusive Leadership issues, which involved all Managers in Italy (over 6,600 people). The initiative is now being extended to the International Subsidiary Banks Division, with the first international classrooms created as of November 2022 and aimed at the CEOs of the International Subsidiary Banks and those who report directly to them. Training contents were also designed and specifically aimed at resources working in personnel management, as well as training, communication and awareness-raising contents targeted at the entire population or at specific Group entities.

DIVERSITY AND INCLUSION AT INTERNATIONAL SUBSIDIARY BANKS

In 2022, the International Subsidiary Banks confirmed and enriched the various commitments in order to strengthen the D&I Structure through a number of local initiatives. Among these, Banca Intesa Beograd was awarded the “Disrupt Award” for the “Banca Intesa's Diversity and Inclusion Business Calendar 2022” communication project, recognised as one of the best in the local market, in the context of communication choices on social issues. Alexbank joined the Egyptian Gender Equity Seal, a certification process successfully completed in 2022, in collaboration with the National Council for Women, aimed at promoting equality and removing gender discrimination, which focuses on four areas: recruitment, professional development, work/family balance and policies against sexual harassment. For the fourth consecutive year, CIB Bank received the “Family Friendly Company” award from the Hungarian Foundation “Three Princes, Three Princesses Movement” for the various initiatives in favour of its employees and in support of families; moreover, it won the “Lovable Workplaces Award” received from “Dreamjobs”, based on employees' votes, for the Bank's initiative in relation to the quality of the working environment. VÚB Banka and PBZ continued with internal initiatives the process started in 2021, the year in which they were locally recognised as Banks engaged in the promotion of D&I issues.

The Group's inclusion strategy aims to make an impact outside the Bank and, to this end, the collaboration with Valore D, a business association that promotes diversity and female talent and leadership for the growth of companies and the country, continued, along with the partnership and active participation of more than 100 company Role Models in the InspirinGirls initiative, a project dedicated to lower secondary school pupils which involves meetings with female managers from the Group with the aim of overcoming the gender stereotypes that can undermine the dreams and ambitions of schoolchildren and influence their future education choices. In order to generate a positive impact on the national social fabric and involve all areas of the Italian territory, Intesa Sanpaolo actively participates in the YEP – Young Women Empowerment Program, aimed at the promotion of female talent with a specific focus on Southern Italy. Born out of a collaboration with Ortygia Business School, it involves a mentoring process aimed at young female students (mentees) from Southern Italy in the STEM (Science, Technology, Engineering and Mathematics) and economic area, who are about to enter the job market and who can benefit - through this programme - from tools that can help them make informed academic and career choices, through interaction with female role models, managers and professionals of Intesa Sanpaolo, who are available to share their know-how and experience. To support women's participation in STEM careers, 8 scholarships were awarded as part of the Girls@Polimi programme, to actively contribute to attract more female students in technical-scientific faculties, which offer greater employment prospects. Furthermore, in 2022 Intesa Sanpaolo actively participated in various events dedicated to diversity promotion issues, including: 4 Weeks 4 Inclusion, the marathon of meetings dedicated to D&I issues which was joined by over 300 companies; "Giovani e futuro: verso uno sviluppo sostenibile" (Youth and the future: towards sustainable development), the event organised by University for SDGs to promote the Sustainable Development Goals of the 2030 Agenda.

As proof of its ongoing commitment to inclusion, Intesa Sanpaolo is the first major Italian banking group to obtain gender equality certification for its commitment to diversity and inclusion according to the criteria set out in the National Recovery and Resilience Plan (NRRP) in Mission 5 "Inclusion and Cohesion". The UNI/PdR 125:2022 certification obtained by Intesa Sanpaolo is based on the Guidelines on the Management System for Gender Equality, published in March 2022 by the Department for Equal Opportunities of the Presidency of the Council of Ministers as part of the commitment to gender equality enshrined in the NRRP to produce sustainable and lasting change in corporate gender policies by adopting specific KPIs.

Intesa Sanpaolo's commitment to inclusion and diversity enhancement was also recognised by international indices: Intesa Sanpaolo was included in the Bloomberg Gender-Equality Index (GEI) 2022 for the fifth consecutive year, with a score approximately 10 points higher than the average of the global financial sector. Intesa Sanpaolo is also the first bank in Europe, the second globally and the only Italian company among the hundred most inclusive and diversity-conscious workplaces according to the Refinitiv Global Diversity and Inclusion Index, an international index that ranks over 12,000 listed companies globally. The Group ranked sixteenth globally, a marked improvement over the fiftieth position recorded in the previous year.

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

DISABILITY MANAGEMENT

The reference contact within the company to address all problems connected with the world of disabilities and illness is the inter-functional Working Group, created following the Inclusion Agreement of August 2018. Coordinated by the Welfare function, it includes the active participation of over 70 Group's people representing multiple corporate structures. The aim is to combine the different professional skills with team working, in order to support and enhance all employees' contribution in the company. The group periodically meets with the Trade Unions as part of the Welfare, Safety and Sustainable Development Committee to define the initiatives to be undertaken and works in synergy with the Diversity & Inclusion Function. After the 2019 edition, the second edition of the Higher Education Training course "Disability Manager e mondo del lavoro" (Disability Manager and the working world), organised by Cattolica University of Milan, got underway in November 2022. Dedicated to the members of the working group who subsequently joined it and to a representation of all trade unions, this is an important work tool which lays the foundations for a common language. A "Disability Management" section is available in #People, summarising the Group's commitment on the subject, which has led to the birth of many projects within the company: from the analysis of processes to continuously improve the management of individual requests from Group's people, to IT systems access monitoring, from training dedicated to all HR Managers, a fundamental listening and reference point, to the publication of a schedule aimed at drawing constant attention to the topic, to raising awareness and involving all the Group's people, as was the case, for example, on the occasion of the #RealizzAbile contest, which made it possible to gather ideas and insights for improving the work environment for the Group's people with disabilities. This successful initiative, which culminated in the presentation of as many as 44 projects, will be followed by the Bank's involvement in the development of the winning one. Equally intense is the commitment to the outside world, with the participation in the round table "Abilitiamo la Disabilità" (Let's Enable Disability), in which Intesa Sanpaolo is present with other companies, institutions, associations and non-profit organisations, to discuss the experiences gained, with the aim of investigating, consolidating and spreading a profound culture on Disability Management issues, in addition to several Conventions on the subject.

In addition, the DSA Progress for Work Project, which has seen the company engaged for several years, continued. Following the Dyslexia Friendly Company certification, training modules were provided to all Personnel Managers and other HR roles, thereby continuing the process of raising awareness of Specific Learning Disabilities (SLD) through the release of specific webinars aimed at all company employees and the availability of guides, video clips, infographics and a self-assessment questionnaire for parents and families, for the purposes of gaining an insight into the subject in all its facets and learning how to manage it, with an improved impact on well-being and quality of life in all contexts.