

5.

Ifis People



Our people are the essential driver of our business. We promote the value, development, training, inclusion and well-being of all employees.

Ifis People reflects the fact that we are a Bank made up of people constructing solid, authentic relationships, within and without. We believe in the optimisation, training, growth, inclusion and well-being of all employees and promote them decisively. Through initiatives such as the Ifis Talent inclusive platform, we seek to improve recruitment, management, growth and managerial development processes, constructing paths that are in line with the needs and competences of our #Ifispeople.

Support to employees in the COVID-19 health emergency

In the unexpected, **complex scenario that has arisen as a result of the COVID-19 emergency**, characterising FY 2020, Banca Ifis has promptly implemented a series of activities and measures protecting the health and safety of its employees, without any interruption to its business. The health emergency has had all-round repercussions on the organisation of work and a consequent impact, also emotionally, on all Group employees (and other people). **Banca Ifis has expressed its commitment to protecting the health of its employees** and has taken constant action to incorporate the legislator's interventions, as well as to implement suitable corporate measures to cope with the contingent situation. Below are the main initiatives taken to support Group staff:

INTERVENTION TYPE	DESCRIPTION
Emergency governance	<ul style="list-style-type: none"> Establishment of a Crisis Committee for the rapid, responsible taking of decisions/implementation of measures regarding the safeguarding of colleagues and workplaces, in compliance with the decrees and indications of the ministries, the WHO and the Italian Banking Association (ABI). Update of the "Group Business Continuity Management Policy", which defines the principles, objectives and strategy on Business Continuity adopted by the Group and regulates the process for Business Continuity management by the Parent Company and its subsidiaries. Development of the "COVID-19 Regulation Protocol", an integral part of the Risk Assessment Documents of all offices, which identifies the protection measures and intervention plans to increase the effectiveness in the workplace of the containment measures adopted by the Government to combat the COVID-19 epidemic.
Activation of remote working procedures and analysis of the internal sentiment	<ul style="list-style-type: none"> Activation of remote working with the immediate application to situations of greater "fragility" (Law 104, the immune-suppressed and pregnant women) and subsequently parental leave, through to, in three weeks, reaching full application of smart working for 93% of the Group's workforce and a progressive extension in March and April to around 95% of employees. Use of integrated collaboration instruments that combine telephony, video and data, guaranteeing business continuity and the launch of a route towards the total virtualisation of the workstation (including with the introduction of "Unified Communication as a Service" (UCAAS) instruments). Distribution of a specific survey on smart working, with the aim of understanding the viewpoint of employees in looking to the future. The result was a general positive acceptance of smart working, including in view of the future and post-pandemic, in order to encourage and facilitate a better work-life balance. A perspective, moreover, on which the Bank has begun to focus increasingly in 2020. The main results of the survey are given in a dedicated box in the Life-work balance section.
Protection of the health of employees and families	<ul style="list-style-type: none"> Activation, for all employees, of the extension of medical insurance cover to also include COVID-19 in the event of hospitalisation following a diagnosis of positivity for COVID-19. Activation of a free screening campaign through blood tests and swabs in the event of positivity to Sars-Cov-2 for employees, both through the presence of healthcare staff on site and through a convention stipulated with laboratories, applicable throughout national territory.

INTERVENTION TYPE	DESCRIPTION
	<ul style="list-style-type: none"> • Promotion of the vaccine campaign to administer the flu vaccine and/or pneumonia vaccine (after consulting with a GP), ensuring the complete reimbursement to employees that may have made the relevant request. • Activation of conventions with a leading medical network for employees, their families and collaborators interested in privately having additional blood tests and molecular swabs, at special rates.
Continuity of professional growth and training	<ul style="list-style-type: none"> • Possibility for employees, during the early stages of the pandemic, to make use of a “Smart Learning” permit for up to 3 days to be spent on training, available on the Ifis Talent platform, of all mandatory options. • Activation of the training project Ifis Future Is Now to accompany, through videos and webinars, people towards the new model of remote working. The various project initiatives have targeted different company populations according to specific needs, for example: <ul style="list-style-type: none"> – Ifis Restart: webinar in support of all structures in direct contact with customers, broaching topics such as empathy, telephone negotiation and self efficacy; – Ifis Smart Way: digital pills and webinars directed transversally to all employees and, in particular, to Managers on the management of time, emotions and team performance from a remote position.
Employee engagement initiatives during the emergency ¹⁹	<ul style="list-style-type: none"> • Institution of an internal newsletter “Ripartiamo da qui” (Let’s start out again from here), giving daily information, shared by e-mail every morning at 8.30, with the aim of providing employees with constant, correct, up-to-date information, also on the regulatory provisions in force over time. • Launch of the internal campaign “Mostraci la tua agilità. Fai uno scatto” (Show us your agility. Make a leap), which envisaged the conception of a “digital wall” within the intranet to stimulate the sense of community and belonging, including from a remote position, thanks to the sharing of photographs received from colleagues in smart working.

¹⁹ For additional engagement initiatives, refer to the paragraph on “Employee engagement” in the material topic of “Promotion and development of employees”.

5.1 Employee well-being

Policies and other reference documentation

- Code of Ethics
- Group employee management policy
- Integrated Safety and Environment Manual
- Risk assessment document (DVR)
- Smart working - Agile working internal guidelines
- Banca Ifis employee loans regulation
- Group Business Continuity Policy

Promoting the **physical and psychological well-being of employees, workplace health and comfort, occupational welfare** policies and schemes, work flexibility, and **work-life balance** - these are just some of the issues that may positively contribute to employee well-being as well as to improving the organisation's efficiency, for instance in terms of reduced turnover, increased productivity, and fewer workplace injuries.

Occupational health and safety

[GRI 403-1]

First and foremost, all the Group's operations must meet adequate safety standards at all times. Through the **Safety Policy** included in the Integrated Safety and Environment Manual, the Banca Ifis Group sets out and communicates the fundamental principles and criteria that guide decisions on occupational health and safety.

The **Integrated Safety and Environment Manual**, an integral part of the Organisation and Management Model in accordance with Italian Legislative Decree no. 231/01, has been prepared as required by Italian Legislative Decree no. 81/08 as subsequently amended and supplemented and adopted by the Board of Directors of all Group Companies²⁰, in order to protect and guarantee its effective exemption from the predicate offences on matters of safety and the environment, defined by Italian Legislative Decree no. 231/01. The Integrated Manual is structured to guarantee compliance with health and safety of all workplaces, all workers and all business of the Banca Ifis Group, guaranteeing monitoring and control, with a view to assuring continuous improvement.

[GRI 403-8]

The procedures contained in the Integrated Manual form an **internal management system overseeing health and safety**, which covers 1.697 employees (98% insofar as the foreign employees subject to different legislation, are excluded) and 100 non-employed workers (100%).

Responsibility for health and safety lies with the Head of the Prevention and Protection Service (RSPP, Responsabile Servizio Prevenzione e Protezione in Italian), the Prevention and Protection Service Officer (ASPP, Addetto al Servizio di Prevenzione e Protezione in Italian), and the Human Resources and General Services functions, as delegated by the Employer, each within the scope of their responsibilities. Specifically, General Services organises and supervises operations as well as manages facilities and equipment at the Group's headquarters and commercial offices concerning health and safety.

Ultimate responsibility for identifying and managing measures to protect employee health and safety lies with the Employer.

²⁰ With the exception of Farbanca, insofar as it joined the scope late 2020, and of the foreign companies, insofar as they are subject to different legislation in this respect.

Worker participation in matters of health and safety

[GRI 403-4]

In order to guarantee worker participation in matters of health and safety, the Banca Ifis Group has implemented a procedure in the Integrated Manual that defines the manner by which to correctly consult with the Workers' Safety Representatives (RLS, Rappresentanti dei Lavoratori per la Sicurezza in Italian), where present, in particular for:

- participation in the risk assessment process;
- consultation in the event of substantial changes under the scope of a variation of appointed physicians, or in risk assessment; attendance of the regular meeting Italian Legislative Decree no. 81/08, Art. 35) as an important element of the safety management process;
- possibility of asking to call an extraordinary meeting.

In 2020, a works council was established for the application and verification of the COVID-19 protocol rules with the participation of the trade union representatives (RSA, rappresentanze sindacali aziendali in Italian) and the Workers' Safety Representatives (RLS, Rappresentanti dei Lavoratori per la Sicurezza in Italian).

[GRI 403-2]

All the organisational processes and workplaces are analysed to identify possible dangers to safety and thus to define the mitigating measures and establish intervention priorities. The results of this analysis is the **assessment of all risks**, a process adopted by all Group companies.

In order to suitably **monitor and oversee** the risks identified and the correct application of the mitigation procedures identified in the Integrated Manual, a **hierarchy of controls** is applied, which replicates the corporate safety and organisation chart and consists of three control levels by trained, competent figures on matters of health and safety, respectively by the officers, the Prevention and Protection Service and a third party audit. In addition, Internal Audit carries out sample checks to verify compliance with the Integrated Manual procedures and periodically, the Prevention and Protection Service arranges for information flows to the Supervisory Body, reporting on health and safety action taken. Any non-conformities or prescriptions are handled through analysis and the adoption of improvement measures.

The Integrated Safety and Environment Manual contains, in its procedures, all formal instruments necessary for any workers to make **reports** to the Prevention and Protection Service of any potentially damaging situations or dangerous behaviour. Instruments are in place such as reporting via tickets on the dedicated portal of the corporate intranet and reporting by mail correspondence or over the telephone. The Group also offers workers an anonymous whistleblowing services by which to report potential offences.

[GRI 403-3]

Occupational medicine and health surveillance are outsourced to a national network of appointed physicians, coordinated by a coordinating doctor.

The medicine service **collaborates** with the Employer and the Prevention and Protection Service to **identify and assess all risks** and once a year carries out **site inspections** at the workplaces to verify compliance with health and safety measures. It is also up to the appointed physician to plan and carry out health surveillance, preparing, updating and keeping custody of, at his own responsibility, the medical records and risk factors of each and every worker.

[GRI 403-6]

In addition to be subjected to the periodic health checks required by the law, the Group employees also have full medical insurance covering illness, injury, permanent invalidity, death and, for 2020 and 2021, also insurance cover for COVID-19. Under no circumstances does the internal organisation become aware of the medical data of its employees.

[GRI 403-5]

The Banca Ifis Group companies are constantly committed to promoting a workplace that can ensure the utmost safety and the protection of worker health. At the same time, the Group's employees must thoroughly comply with health and safety provisions as well as attend mandatory training programmes.

Information, teaching and training (in the event of a change in duties or the introduction of new equipment) **of workers on safety** is designed by the Prevention and Protection Service, in collaboration with the Human Resources Service, taking into account the generic and specific risks identified by the risk assessment document and the training needs identified for the individual workers.

Training is partly outsourced and mainly supplied by the Prevention and Protection Service, suitably trained to this end, and is delivered exclusively during working hours, free of charge and with a final test.

In 2020, more than 1.850 hours of **mandatory training** were delivered **on health and safety practices and procedures**. The increase in the number of hours dedicated to training on the topic has increased with respect to 2019 (approximately 1.400 hours), following the delivery, through internal teachers, of worker refresher courses.

[GRI 403-9]

The following safety indicators are produced in accordance with the standard UNI 7249 and concern the number of injuries (excluding commuting accidents).²¹

Total number of injuries ²²		2020	2019	2018
	No.	3	2	3
Total number of deaths caused by accidents at work	No.	0	0	0
Total number of serious accidents at work (excluding deaths)	No.	0	0	0
Total number of accidents at work subject to registration	No.	3	2	3

Injury rate		2020	2019	2018
	No.	1,16	0,69	1,04
Rate of deaths caused by accidents at work	No.	0	0	0
Rate of serious accidents at work (excluding deaths)	No.	0	0	0
Rate of accidents at work subject to registration	No.	1,16	0,69	1,04

Rate of accidents at work subject to registration = (number of accidents at work subject to registration/number of hours worked) x 1.000.000

The hours worked have been estimated starting from the data relating to three Group companies: Banca Ifis, Ifis Rental Services and Ifis Npl. The data for 2018 and 2019 has been recalculated according to the requirements of the new GRI 403-9 disclosure, which came into force in January 2021. Therefore, the above data differs from that reported in the 2019 Non-Financial Statement where the information was set as per the requirements of the standard previously in force. The 2020 figure excludes commuting accidents if not handled by the organisation.

In detail, in 2020, just 3 accidents took place in the workplace, one due to impact, one due to tripping and one due to slipping. In addition, 10 accidents took place during the commute from home to work or back, using the employees' own cars. No accidents took place involving non-employed workers.

Dangers at work constituting a risk of injury with serious consequences include the dangers linked to the work carried out by (sales and other) staff using a company car to visit customers or for business transfers and the dangers linked to

²¹ The data for 2018 and 2019 has been recalculated according to the requirements of the new GRI 403-9 disclosure, excluding commuting accidents if not handled by the organisation.

²² Foreign employees are excluded from the disclosure and, consistently with that reported in the methodological note, employees of Farbanca are also excluded.

the work of gardener, present in the Parent Company. The Integrated Safety and Environment Manual refers to the **procedure for the analysis and management of accidents**, envisaging any improvements that may need to be made.

[GRI 403-10]

Similarly to last year, there were no cases of occupational diseases. The main dangers that can cause future occupational diseases, identified through risk assessment, are those deriving from risk factors: physical, such as noise and vibrations of the hand-arm system and whole body; and relative to the workplaces and organisation of work, such as the correct ergonomics of the work station and use of a video terminal. Preventive measures taken to offset these risks and ensure the correct conduct of activities are monitored through the three control levels envisaged in the Integrated Safety and Environment Manual.

Workplace health and comfort

To evaluate the effectiveness of the adopted management approach, General Services conduct **environmental monitoring and surveys** to assess the internal well-being of work environments, performing air quality analyses at the Group's main locations and monitoring noise levels and micro climate, which have resulted in the adoption of improvements. The Prevention and Protection Service instead conducts **safety audits** on a regular basis, especially at newly opened locations or offices, in the event of significant changes to the layout of work environments or during annual evacuation drills.

The Group is currently reviewing its sites to increase flexibility and sustainability (including environmental sustainability), thereby confirming the Bank's close focus on and commitment towards adopting socially responsible behaviour. All office restructuring operations are designed and carried out with a view to supplying functional, comfortable environments, with a particular focus on design: offices, meeting rooms and common areas feature furnishings and new technologies that promote the exchange and sharing of information. For example, the restructuring of the Milan property, in progress since 2020, sees particularly close attention being paid to new dynamics linked to co-working procedures, flexibility of space and remote working (*for more details, see the section on direct environmental impacts*).

Occupational welfare policies

Banca Ifis offers employees an extensive, articulated **benefits platform** focussed on personal care and protection and which are flanked by welfare initiatives.

[GRI 401-2 a.]

The wide range of employee **benefits** includes:

- Supplementary pension fund (supplementary welfare)
- Luncheon vouchers
- Company car (if envisaged by corporate regulations)
- Shuttle service for transfer workers
- Special-rate mortgages for first home purchases
- Tax assistance service at all company locations
- Balance courses held by professional teachers (once a week at the Milan location)
- Yoga courses (twice a week at the Milan location)
- Fit Pilates and Hatha Yoga courses (twice a week at the Mestre location) and Kundalini Yoga courses (once a week at the Mestre location)
- Presence of a fully equipped gymnasium in Venezia Mestre
- Nutritionist visits (three times a year at the Milan location)
- Presence of the on-line newsroom (Il Sole 24 Ore) to foster continuous updates
- Adhesion to inter-banking sports events.

In addition, again for 2020, the **Corporate Benefits project** has been confirmed: the portal of corporate conventions with special offers and discounts on a wide range of products and services.

[GRI 102-41]

Employees covered by collective bargaining agreements		2020	2019	2018
Employees covered by collective bargaining agreements	No.	1.697	1.724	1.613
Percentage of total employees	%	98% ²³	98%	98%

²³The figure represents all employees based in Italy. The remaining 2% are employees based abroad and subject to local laws, including contracts.

5.2 Promotion and development of employees

Policies and other reference documentation

- Code of Ethics
- Group employee management policy

These are challenging times for the Bank and the entire credit industry, requiring dramatic changes in terms of new technologies as well as skills. **Banca Ifis strives to develop training plans based on the concept of continuous learning and dynamically managing the skills** and careers of human resources.

Another key aspect is guaranteeing **transparent performance review systems and professional growth plans** for the Group's entire population, allowing all employees to work to the best of their abilities.

Training

Training is key to the Banca Ifis Group for constantly upgrading employee skills - which is **crucial for growing the business and retaining talent**. An adequate training positively impacts the performance and effectiveness of employees as well as external agents, the dissemination of the corporate culture, and engagement. This has positive implications also for customers, as complying with professional standards, promoting a culture of preventing risks, and empowering the members of the network influence the quality of the service rendered. Mandatory training required by law also plays a crucial role, as it prevents employees and the Bank from committing, including unwittingly, acts that could constitute criminal offences.

Every year, based on the result of the performance appraisal process and the training needs identified, Banca Ifis designs, prepares and implements a **Training Plan** for all employees. Said Plan is proposed by the Human Resources Development and Training function and approved by the Chief Executive Officer.

[GRI 404-2 a.]

The Group supports its employees' professional growth through:

- basic training, aimed at providing general information about the company's operations, products, services, and procedures;
- career mobility, intended to build specialist, business, and management skills;
- specific professional growth projects tailored to the different types of positions / employee categories or clusters.

[GRI 404-2]

Training programmes cover three main areas:

- **managerial**, behavioural and technical training, based on the staff evaluation process;
- **mandatory** training relative to: administrative liability of entities pursuant to Italian Legislative Decree no. 231/2001, operative requirements linked to the regulations on banking transparency, anti-money laundering, worker health and safety, IT security, regulation on personal data protection and business continuity, IVASS and MiFID 2;
- training courses **for contingent or emerging needs**, such as organizational changes, regulatory changes or new business priorities, which may require specific knowledge in certain areas to ensure the acquisition of specific skills in a short time.

Based on the topic to explore and the target level of knowledge, the Human Resources Development and Training function identifies the most effective and efficient training method among such options as management and behavioural training workshops (in-house and external), specialised technical training (in-house and external), on-line courses, external seminars / conferences, training on the job, coaching, and one-to-one training.

The Human Resources Development and Training function periodically checks satisfaction with and effectiveness of the courses proposed. Specific **onboarding programmes** are proposed for new hires and the employees of the companies acquired during the year, as from 2020 also available on-line on the Ifis Talent platform, which consist of a series of individual and/or group meetings aimed at integrating new hires into the Bank's organisation and their respective structures, as well as sharing the corporate culture. In 2020, 92 employees took part in onboarding activities (254 in 2019). The reduction in the number of people who in 2020 took part in onboarding activities is due to the fewer new hires as compared with 2019, the year in which the acquisition and integration of the Company FBS S.p.A. took place (thereafter renamed Ifis Npl Servicing S.p.A.) and which was followed by the extraordinary organisation of onboarding training for the new employees.

[GRI 404-2 a.]

More specifically, in support of the technological implementations made by the Bank in 2020, a **course on Microsoft Teams voice** has been developed, to assist people in using Teams, also as a conversation tool in lieu of a fixed telephone line.

2020 also saw the launch of **Ifis Talks**, involving important testimonials in brief "inspiring" webinars. The aim of Ifis Talks is to create opportunities for analysis and interaction on key topics for the Bank, in a logic of excellence and creativity, through brief training sessions and the sharing of best practices, which can inspire and contribute towards revolutionising the approach in a context of continuous change.

In line with one of the topics addressed by Ifis Talks, late 2020 a **training initiative** was launched **on Continuous Improvement**. Continuous feedback and continuous training are essential tools for personal growth and it is in these terms that the route seeks to create the cultural context and supply the technical skills necessary to make best use of the tools relative to transversal feedback and continuous training.

Training hours delivered		2020	2019	2018
Total	h.	37.133,2	31.897,4	39.719,7
by gender:				
Men	h.	19.251,3	15.886,5	18.372,4
Women	h.	17.881,9	16.010,9	21.347,3
by professional category:				
Senior managers	h.	1.086,9	693,4	1.491,6
Middle managers	h.	10.700,8	6.930,8	12.525,6
Clerical staff	h.	25.345,5	24.273,1	25.702,5

[GRI 404-1]

Average training hours per capita		2020	2019	2018
Total	h.	21,5	18,2	24,2
by gender:				
Men	h.	24,2	19,7	24,6
Women	h.	19,2	16,9	23,9
by professional category:				
Senior managers	h.	13,9	9,4	24,5
Middle managers	h.	21,1	13,6	25,8
Clerical staff	h.	22,2	20,8	23,6

The **increase in the number of training hours** is due to the possibility of organising virtual classrooms, making video pills or live events available (like the Ifis Talks), which have extended the public of employees able to access these contents. There has also been an increase in the training pursued by managers and executives, also linked to managerial training projects on the remote management of resources and mindfulness.

Average training hours per capita		2020	2019	2018
Total	h.	37.133,2	31.897,4	39.719,7
Total about Health and Safety	h.	1.862,0	1.440,5	2.498,0
Total about anti-corruption policies and procedures	h.	1.107,5	732,5	1.313,5
Total "Other"	h.	34.163,7	29.724,4	35.908,2

As regards safety training, the increase in the number of training hours is linked to the delivery using internal teachers of the worker refresher course, while the increase in the number of training hours on anti-corruption is linked to the release of the new e-learning course on "The liability of entities ed. 2020", updated with the latest legislation.

The increase in the other type of training is linked to the delivery of on-line training, which makes it possible to expand the potential public, to release video pills and the launch of the new initiative, Ifis Talks, which is open to all employees.

Performance review

People are key to accomplishing the Banca Ifis Group's goals. Therefore, **human resources management seeks to promote the competencies and skills of each individual** by providing opportunities to fulfil their potential.

To this end, clear and transparent performance review systems directly impact the extent to which all the Group's employees are integrated and can make the most of their talents within the new corporate organisation as well as the level of recognition of specific personal skills perceived by each individual, contributing to a sense of belonging and engagement. Banca Ifis thoroughly **reviews the performance of its employees on a regular basis** in accordance with the Group Employee Management Policy. Besides the proper discharge of their duties, it considers factors such as integrity, professionalism, dedication, fairness, availability, and initiative.

Ifis Talent

For a company that innovates, it is essential to focus on the development of people and actions that can boost human potential. This was the reasoning behind the 2017 creation of Ifis Talent, the **Banca Ifis Talent Management System**: a platform, and an example of the continuous Bank digitisation process, designed to improve the process of training, promotion and management of people in order to satisfy the needs of the organisation and of all current and future employees. With this project, employees have a single platform available incorporating all Human Resource Development processes and where they can find the tools they need to continue to grow professionally. It is also an innovative tool for managers, who can view and get to know the “history” of their co-workers. All this makes it an absolutely exceptional opportunity to increase the Bank’s professional and managerial potential.

Ifis Talent, in addition to tools for the annual assessment of collaborators, has an area dedicated to **Continuous Feedback**, to allow managers to constantly give feedback to its collaborators on the objectives achieved, skills acquired and areas of improvement.

During the year, the **onboarding** process has been integrated into the platform in order to support and guide the new employees in the first three months of company life. In 2019, the quality of the work and commitment to the digitisation of a great many processes relative to Human Resources was also recognised by the HR Innovation Practice Observatory of Milan Polytechnic University. Banca Ifis was proud to stand out amongst all cases presented, winning the 2019 HR Innovation Award in the Performance Management category. In 2020, on the other hand, the case study was also presented and shared as best practice at the annual Este “Development & Organisation Forum” event.

The performance review process is handled by Human Resources and conducted by ensuring the assessments are fair as well as simply and clearly represented.

Every year, the head of each Organisational Unit formally reviews the performance of the people assigned to their structure. The effectiveness of the management approach is ascertained through internal analyses carried out by the Human Resources Office, namely: verification of compliance with the distribution of expected assessments and the fulfilment of contractual obligations regarding the evaluation of employees by managers.

[GRI 404-3]

Total employees assessed during the year by gender		2020	2019	2018
Total	No.	1.597	1.411	1.226
	%	92%	80%	75%
By gender:				
Men	No.	723	642	572
	%	91%	80%	77%
Women	No.	864	769	654
	%	93%	81%	73%
By professional category:				
Senior managers	No.	69	41	16
	%	88%	55%	26%
Middle managers	No.	482	469	451
	%	95%	92%	93%
Clerical staff	No.	1.036	901	759
	%	91%	77%	70%

The performance assessment process that took place in 2020 is linked to the performance recorded in 2019. This process involves the senior and middle managements and clerical staff of the Banca Ifis Group, hired by 30 September of the previous year and those who worked at least 3 months during the previous year²⁴.

Employee engagement

During the **rebranding** of the Banca Ifis Group, careful attention was paid to internal communication as a dissemination of contents and to opportunities for sharing for all the corporate population.

The new brand presentation event was streamed over a whole “**on air**” **day event**, which, with the technical support of the Radio DeeJay team, involved all 1.800 Group employees from a remote position, 90% still smart working, and showed a delicate, very engaging care and attention towards the #Ifispeople. Everyone was able to take part in the prize contest, attend interviews with the managers and creative agencies that contributed to the project and the performances of three famous artists. The result was a perceived sense of belonging shown by the sharing of a total of 1700 posts with the hashtags #Ifisrebranding and #IfisOnAir by means of the employees’ social networks.

The active engagement of employees was pursued through promoting their participation - as **Ifis Ambassadors** - in institutional events and occasions. Employees were assigned the role of “special photographers”, thereby using their *reportage* to explain what went on behind these events. The backstage photographs, the preparation time, the stolen shots and those framing the faces of the people told, just like a story, the emotions and moments experienced.

Evolution of the Ifis4you intranet

The rebranding also offered the opportunity for a complete overhaul of the corporate **Ifis4you** intranet too, with the aim of expanding upon the user experience and internal browsing and thereby transforming it from a managerial container of information and documentation to a **dissemination of contents, news, events and projects**, always in the mark of digitisation and innovation and with a view to integrating the entire corporate population spread in a capillary fashion throughout the territory.

Within the intranet, dedicated sections have been envisaged, given over to specific topics, like smart working or the new **corporate identity**. Through the latter, employees can also download the renewed backgrounds for video calls and also download the musical themes of the sonic brand identity to corporate devices.

Employees can access various innovative functions directly from the intranet homepage. For example, they can:

- enter the streaming platform Ifis On Demand to follow actual digital events;
- express their opinion through the quick survey Di la tua (Have your say);
- access the interactive multimedia contents of the Ifis Gallery (videos and photographs);
- keep abreast on social posts thanks to the Social Wall;
- see when their colleagues’ birthdays are on the “birthday wall”;
- connect to a “virtual market” where colleagues can exchange, sell and purchase items.

Ifis4you also has a **virtual assistant** called Leo, whom employees can contact to ask for help in booking and managing transfers (tickets, hotels, restaurants), booking on-site blood tests, reserving a virtual room or meeting room, looking for a number in the company telephone directory or finding a document.

²⁴ The assessment refers to the workforce employed at 31/12/2020 and all those who received an assessment during the year but were no longer employed at that date, are therefore excluded

The many initiatives implemented by Banca Ifis for its employees include:

- **strengthening of internal storytelling** thanks to the continuous telling of all Group activities and projects through dedicated news: from local initiatives and sustainability to special agreements reached, partnerships and sponsorships;
- the creation of a **container live streamed internally**, called **Ifis Cappuccino**: short, virtual breakfasts with the various members of the Group's management team, who analyse the most relevant topics for the Bank live;
- various other employee engagement activities on their **birthdays** and the sending out of **gift boxes** to their homes on other occasions (Easter, rebranding, Christmas).

5.3 Diversity and Inclusion

Policies and other reference documentation

- Code of Ethics
- Remuneration report (Remuneration and incentive policies)
- Group Whistleblowing Policy

As explained in the Code of Ethics, the behaviour of all Group staff must be utterly correct and fair. The Banca Ifis Group undertakes to ensure that the management and heads of the individual organisational units behave fairly toward their collaborators, guaranteeing professional growth and fostering a working climate inspired by principles of transparency and loyalty.

The Banca Ifis Group guarantees that all employees (and collaborators, including external) are treated with no direct or indirect distinction or preference, based on age, gender, sexual orientation, marital status, religion, language, ethnic or national origins, physical or mental disabilities, state of pregnancy, maternity or paternity, including through adoption, personal beliefs, political opinions, affiliation or trade union activities.

It is possible to report any conduct contrary to these principles, with the guarantee that the personal data of the complainant and the alleged offender will remain confidential, **through the Whistleblowing mechanism**, which is available to employees as well as collaborators and independent contractors working with the Group.

[GRI 406-1]

As for last year, **no incidents of discrimination were reported in 2020**.

The topics of diversity and inclusion have been concerned by important initiatives, particularly in terms of training, under the scope of which the Bank has taken part in the programme on a national scale (**called "4 WEEKS 4 INCLUSION"**), filled with digital events (webinars, digital labs and creative groups), with the ultimate aim of sharing stories, practices and experiences dedicated to the matter of inclusion. A choral project, developed by Banca Ifis together with another 26 major companies of the Italian production ecosystem, which for the first time have come together in a common bid to sensitise their employees on matters of inclusion and the optimisation of diversity. The calendar of appointments - relative to the topics of disability, the intergenerational comparison, the optimisation of the female contributions, sexual orientation and gender identity and religion - has been addressed to all employees of the partner companies. The training initiatives planned include Banca Ifis having organised a webinar on the neurobiology of diversity: a training intervention that aimed to clarify how to understand the new neuro-biological knowledge and transform it into competences in support of diversity.

With regard to **gender diversity**, the percentage of women in the Group stood at **54%**, with a distribution between the different job categories of 23% for Senior Managers, 44% for Middle Managers and 61% for clerical workers²⁵. In particular, in Banca Ifis, the **presence of women reporting directly to the CEO in 2020 is equal to 50%**.

Remuneration and incentives

Banca Ifis's **remuneration and incentive policies** are defined in accordance with the Group's culture and values, long-term strategies, and prudent risk management policies, consistently with the provisions concerning the prudential control process.

The Banca Ifis Group envisages an **annual bonus scheme** that follows the review of collaborators as well as incentive schemes focused mainly on the sales force.

In 2020, the disbursement of a **variable compensation mechanism**. The agreement signed fosters greater employee involvement in the pursuit of corporate objectives and, therefore, in increasing the Group's profitability, productivity, competitiveness and efficiency. Through the same agreement, a basket of goods and services were made available to

²⁵ For more information, see the tables "Breakdown of personnel" and "Total number of employees by category and gender" on page 76.

employees, constructed around individual and family needs. These offers, divided into the areas required by the law (education expenses, supplementary pension schemes, mortgages, healthcare fund, public transportation, leisure time, and vouchers), have been made available to employees and their relatives, either as a “redemption” or a direct purchase or payment.

In terms of premiums, a route has been undertaken aimed at fighting the gender pay gap through a careful monitoring aimed at guaranteeing gender equality. The policies designed to conciliate professional and private life, as well as welfare in support of family needs, can help reduce the gender pay gap by reducing career interruptions and discontinuity of female employment.

[GRI 405-2]

Ratio of basic salary of women to men by employee category ²⁶		2020	2019	2018
Senior managers	%	102%	91%	79%
Middle managers	%	93%	90%	93%
Clerical staff	%	99%	97%	99%

Ratio of remuneration of women to men by employee category ²⁷		2020
Senior managers	%	99%
Middle managers	%	92%
Clerical staff	%	98%

Concerning the ratio of the basic salary and remuneration of women to men, there is substantial equality within the Clerical Staff and Senior Managers category and a limited difference for Middle Managers. The analysis also includes foreign clerical staff employees.

Despite the uncertainty and difficulty of the period, the Group has managed to complete its main projects for the review of the organisational and governance structure for the current year, with the aim of optimising the business and people who are a part of it, confirming on the one hand the premiums aimed at withholding resources and protecting the business competitiveness, and, on the other, at continuing to implement its workforce as per the envisaged hiring plan.

Moreover, no company of the Banca Ifis Group has had to bring forward any temporary lay-off funds, not having adhered to the support initiatives promoted by the reference segment to cope with the COVID-19 emergency.

Life-work balance

The Banca Ifis Group companies have adhered to the “**Bando #Conciliamo**”, which, it is hoped, **will make it possible to invest in life-work balance projects**. If adhesion to the tender is accepted, the relevant funds will be allocated to interventions promoting tailored welfare for families. The project initiatives aim to support Group employees who will be parents in the future, stimulating good practices for the recalibration of family care workloads between the man and the woman, so as to contribute towards the specific objectives of the tender: the demographic relaunch, the increase in female employment, the restoration of balance to workloads between men and women, support to families with disabilities and the protection of health.

²⁶ The calculation excludes the additional amounts paid to workers (e.g. those based on the years of service, bonuses, overtime, additional indemnity for transport, transfers, etc.)

²⁷ It is specified that for employees who joined from 01/10/2019 onwards, no variable premium has been disbursed insofar as none is envisaged for the reference year 2019.

The desire to adhere to the tender stemmed from the awareness that only by promoting a healthy work-life balance the Group can help employees realize and develop their full potential as well as create shared value consistently over time.

To foster an optimal life-work balance, the Group also offers solutions like part-time employment, particularly suitable for new mums, and smart working, to which the company is paying growing attention and that has been extensively used to manage the COVID-19 emergency.

Working during Covid#19

From 11 to 18 December 2020, Banca Ifis submitted a **cawi survey** to its employees **to find out what they thought about how Covid#19 had changed the way of working**, with a twofold aim:

- to identify any corrections and ideas for improvement to optimise this new working method and harmonise it with how employees felt;
- to assist internal assessments on potentially adopting these solutions in the future too.
-

The result revealed a recognition of smart working as a tool by which to encourage and facilitate a better life-work balance. The level of internal satisfaction over the smart working solution implemented by Banca Ifis shows the institute's great commitment to enabling its people to continue working as quickly as possible, including from a remote position, in complete safety, also accordingly improving the life-work balance. The engagement initiatives proposed from a remote position, moreover, ensured that people did not feel isolated while at work.

The main evidence gathered with reference to Group employees showed:

- general satisfaction over the smart working period implemented by Banca Ifis was very high
- 93% believe that smart working is compatible with their duties;
- 98% would like to continue working from home, even once the health emergency is over;
- Smart working has been perceived as a form of inclusion for categories with specific health or family needs, allowing for the effective conciliation of time spent working with private life and overcoming geographical distances, facilitating relations and sharing between colleagues and different teams.

The survey also highlighted the Bank's attention towards the health of its people, also shown through the implementation or strengthening of specific measures and initiatives (medical insurance including COVID coverage, free blood tests for employees and special-rate blood tests and swabs for employees and family members). This commitment has been viewed very positively indeed by employees, who, in more than 80% of cases, considered the action taken by the Group to be useful and adequate.


 Additional information on employees

[GRI 405-1]

Breakdown of personnel		2020	2019	2018	
Total	No.	1.727²⁸	1.753	1.638	
by gender:					
Men	No.	794	807	746	
	%	46%	46%	46%	
Women	No.	933	946	892	
	%	54%	54%	54%	
by age group:					
Less than 30 years old	No.	91	211	193	
	%	5%	12%	12%	
Between 30 and 50 years old	No.	1.307	1.253	1.180	
	%	76%	71%	72%	
More than 50 years old	No.	329	289	265	
	%	19%	16%	16%	
Total number of employees by category and gender		2020	2019	2018	
		No.	1.727	1.753	1.638
Total Senior Managers		No.	78	74	61
Men	No.	60	57	47	
	%	77%	77%	77%	
Women	No.	18	17	14	
	%	23%	23%	23%	
Total Middle Managers		No.	507	511	486
Men	No.	285	287	282	
	%	56%	56%	58%	
Women	No.	222	224	204	
	%	44%	44%	42%	
Total clerical workers		No.	1.142	1.168	1.091
Men	No.	449	463	417	
	%	39%	40%	38%	
Women	No.	693	705	674	
	%	61%	60%	62%	

²⁸ Consistently with that reported in the methodological note, the total employees exclude the 31 employees of Farbanca

Total number of employees by category and age bracket		2020	2019	2018
	No.	1.727	1.753	1.638
Total Senior Managers	No.	78	74	61
Less than 30 years old	No.	0	0	0
	%	0%	0%	0%
Between 30 and 50 years old	No.	32	38	32
	%	41%	51%	52%
More than 50 years old	No.	46	36	29
	%	59%	49%	48%
Total Middle Managers	No.	507	511	486
Less than 30 years old	No.	1	3	3
	%	0,2%	1%	1%
Between 30 and 50 years old	No.	339	358	340
	%	66,9%	70%	70%
More than 50 years old	No.	167	150	143
	%	32,9%	29%	29%
Total clerical workers	No.	1.142	1.168	1.091
Less than 30 years old	No.	90	208	190
	%	8%	18%	17%
Between 30 and 50 years old	No.	936	857	808
	%	82%	73%	74%
More than 50 years old	No.	116	103	93
	%	10%	9%	9%

The INTERNATIONAL population (30 employees, 15 women and 15 men) was included in the clerical staff category, as it cannot be classified otherwise in accordance with Italian law.

Individuals from minority or vulnerable groups		2020	2019	2018
Total	No.	84	84	72
Less than 30 years old	No.	3	7	5
Men	No.	2	4	4
Women	No.	1	3	1
Between 30 and 50 years old	No.	61	60	51
Men	No.	25	24	18
Women	No.	36	36	33
More than 50 years old	No.	20	17	16
Men	No.	5	5	4
Women	No.	15	12	12
<i>% individuals from minority or vulnerable groups out of total employees</i>	%	<i>4,9%</i>	<i>4,8%</i>	<i>4,4%</i>
<i>% individuals from minority or vulnerable groups out of total employees (included in calculation base)</i>	%	<i>5,8%</i>	<i>6,0%</i>	<i>5,8%</i>

The figure relating to the % of individuals from minority or vulnerable groups out of total employees was calculated on the basis of the Group companies, with the exception of Farbanca.

In accordance with Italian Law no. 68/99, the protected categories considered regard subjects with physical or sensory disabilities and other categories such as orphans, surviving spouses and refugees (repatriated Italians).

[GRI 401-1]

Total employees hired		2020	2019	2018
	No.	114	287	318
%	7%	16%	19%	
by gender:				
Men	No.	60	139	145
	%	8%	17%	19%
Women	No.	54	148	173
	%	6%	16%	19%
by age group:				
Less than 30 years old	No.	27	92	124
	%	30%	44%	64%
Between 30 and 50 years old	No.	78	172	153
	%	6%	14%	13%
More than 50 years old	No.	9	23	42
	%	3%	8%	16%

The higher number of new employees relative to 2018 and 2019 is mainly due to the corporate acquisitions of Cap.Ital.Fin. and Credifarma (in 2018 with approximately 85 resources) and of FBS and FBS RE (in 2019 with approximately 110 resources). Net of acquisitions, the hiring trend has therefore not significantly reversed but has rather slowed slightly due to the pandemic.

Total employee turnover		2020	2019	2018
	No.	140	172	150
%	8%	10%	9%	
by gender:				
Men	No.	74	78	76
	%	9%	10%	10%
Women	No.	66	94	74
	%	7%	10%	8%
by age group:				
Less than 30 years old	No.	13	45	43
	%	14%	21%	22%
Between 30 and 50 years old	No.	94	116	92
	%	7%	9%	8%
More than 50 years old	No.	33	11	15
	%	10%	4%	6%

[GRI 102-8]

Total employees		2020	2019	2018
		No.	1.727	1.753
On permanent contracts (total)	No.	1.671	1.682	1.549
Men	No.	770	769	708
	%	46%	46%	46%
Women	No.	901	913	841
	%	54%	54%	54%
Fixed term (total)	No.	56	71	89
Men	No.	24	38	38
	%	43%	54%	43%
Women	No.	32	33	51
	%	57%	46%	57%

The figure returned includes foreign employees (1,7% of the total, 30 people) but no breakdown is given of data by geographic area as operations are mainly concentrated in Italy.

Total employees		2020	2019	2018
		No.	1.727	1.753
Full time (total)	No.	1.571	1.664	1.571
Men	No.	743	803	743
	%	47%	48%	47%
Women	No.	828	861	828
	%	53%	52%	53%
Part time (total)	No.	67	89	67
Men	No.	3	4	3
	%	4%	4%	4%
Women	No.	64	85	64
	%	96%	96%	96%

Non-employed workers are not a significant portion in respect of the organisation's activities (100 people, or 5,8% of the corporate population).