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## Ifis 4 People

Consolidated Non-Financial Statement  
2022



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

Ifis 4 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.

## 5.1 Employee well-being

[GRI 2-23]  
[GRI 3-3]

### Policies and other reference documentation

- Group Code of Ethics
- Group employee management policy
- Integrated Safety and Environment Manual
- 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]

Through the **Safety Policy**, 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 Companies<sup>43</sup>, 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 of all workers and the 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 1.844 employees, like in 2021 making for 98% of total Group employees as it excludes 30 foreign employees

<sup>43</sup> With the exclusion of foreign companies as they are subject to different regulations.

subject to different legislation and 176 non-employed workers whose work and/or place of work is controlled by the organisation<sup>44</sup> (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.

### 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 requesting an **extraordinary meeting**.

[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 is based on three levels and is made up of 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, the Internal Audit function carries out spot checks to verify compliance with the procedures of the Integrated Manual. Periodically, the Prevention and Protection Service provides information flows to the Supervisory Body, reporting on the health and safety activities implemented. 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. A subsection dedicated to reports, requests for support and assistance in the area of "Health, Safety and Environment" is available in the Service desk application on the corporate intranet. Tools such as reporting through e-mail correspondence and telephone contact are in place. 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.

<sup>44</sup> The category "non-employed workers whose work and/or place of work is controlled by the organisation" includes: members of corporate bodies, trainees, temporary workers, freelance workers coordinated by an employer and ordinary service providers (cleaning, reception, building maintenance, security). It should be noted that, during 2022, the Banca Ifis Group fully outsourced the reception service.

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 2022, more than 5.200 hours of **mandatory training** were delivered on **health and safety practices and procedures**. The increase in hours dedicated to training on the subject compared to 2021 (about 3.900 hours) is related to the recovery of training hours not provided in 2020 due to the pandemic and the provision of courses for new hires, refresher workers and new supervisors through internal teachers.

[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).

Total number of injuries <sup>45</sup>		2022	2021	2020
	No.	0	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.	0	2	3

Injury rate		2022	2021	2020
	No.	0	0,67	1,16
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 <sup>46</sup>	No.	0	0,67	1,16

<sup>45</sup> Foreign employees are excluded from the disclosure.

<sup>46</sup> 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 number of hours worked is defined by excluding the following subsidiaries from the estimate: Ifis Finance IFN and Ifis Finance Sp. Zoo.

In detail, no accidents occurred in the workplace during 2022; on the contrary, 15 accidents occurred on the way to and from work in company or employee-owned cars or during visits to customers.

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 trips, or simply while commuting. 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 previous years, there were no cases of **occupational diseases** either for employees or non-employees. Major hazards that may cause future occupational disease, identified through risk assessment, include those derived from the following risk factors:

- physical such as noise and vibration of the hand-arm system and whole body;
- inherent in the workplace and the organisation of work, such as proper ergonomics of the workstation and the use of video terminals.

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.

During 2022, the Group recorded an **absenteeism rate** of 2.26%, defined as the ratio between the number of days missed due to illness and accidents and theoretical days of work<sup>47</sup>.

## 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.

The Group has initiated a restructuring process on its sites to increase **flexibility and sustainability**, thereby confirming its close focus on and commitment made in favour of 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 building restructuring of the offices 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

The Banca Ifis Group offers employees an extensive, articulated **benefits platform** focussed on personal care and protection and which are flanked by dedicated initiatives. The platform connected to the corporate intranet manages in an integrated manner the initiatives with which the company takes charge of the needs of employees, granting benefits and facilities in the form of goods and services. The Welfare platform is accessible to all recipients of the specific agreement. In addition to establishing the possibility of using the welfare credit (the amount of which, with reference to the year 2022, to be used in 2023, can be up to twice the welfare credit defined for the previous year) for the purchase of goods and services set forth by law, based on the regulation in force over time, the above-mentioned platform has been adapted to the new and broader tax limits for the purchase of benefits and the payment of bills due to the increased cost of energy.

<sup>47</sup> Leave, maternity and planned holidays are excluded from the calculation. The figure considers employees belonging to: Banca Ifis, Ifis Rental Services, Ifis Npl investing, Ifis Npl Servicing, Capitalfin and Banca Credifarma. In addition, foreign companies are not considered.

[GRI 401-2]

In addition, a **new package of initiatives and benefits** was defined in 2022 to be used in 2023, again in the area of Welfare, some improvements and others being introduced for the first time, confirming the Bank's focus on the well-being of its people, in pursuit of an ever greater work-life balance. In particular:

- **Health Insurance Policy:** some limits for the main benefits have been raised (e.g. those for specialist examinations, childbirth, cancer, etc.), and in continuation of the Bank's commitment to prevention and preventive diagnostics, a new comprehensive check-up package will be introduced;
- **Life insurance:** this cover has also been improved, with insured capital that will be increased up to 2.5 times the gross annual salary;
- **Low-interest mortgages for employees:** a new Regulation on low-interest mortgages has been introduced, applicable to employees who will purchase their first home in 2023 as well as employees who will purchase their second home. The following measures were also introduced: a 2% CAP to protect against the risk of an increase in interest rates, the raising of the LTV to 100% for the first home and insurance coverage on the loan to guarantee the residual debt. In addition, for those who already have an existing mortgage with Banca Ifis, there is the possibility of requesting the renegotiation of all rate conditions, so that they can benefit from the 2% CAP.
- **Ifis V loan:** a new financial product called Ifis V ("fifth") will be granted to all employees. Ifis V provides the possibility of applying for a fixed-rate loan with repayment in constant instalments deducted from the employee's pay and with insurance to cover the remaining debt.

The wide range of employee **benefits** includes<sup>48</sup>

- Supplementary pension fund (supplementary welfare)
- Health policy with family coverage\*
- Welfare Standard Credit in the form of reimbursement, payment, purchase and/or facilitation in relation to specific services offered by the company under the Welfare Plan, such as family support services, wellness services, services related to shopping
- Lunch vouchers
- Company car (when provided) with electric charging station at the company's premises
- Shuttle service for transfer workers
- Special-rate mortgages for first home purchases\*
- Tax assistance service in remote mode (the benefit of which is defined from year to year)
- Gympass (partnership with several Italian sports facilities for the use of various services dedicated to the well-being of the employee and his family. With a single monthly subscription, employees have access to sports facilities and gyms, personal trainers, live classes to work out from home, and more than 30 partner apps for meditation, nutrition, coaching, workouts and more)
- Presence of the online newsroom (Il Sole 24 Ore) to foster continuous updates
- Good Morning Ifis and as of 2022 Good Evening Ifis: delivery of daily information press reviews, broadcast in the morning (8 a.m.) and in the evening (6 p.m.) to all employees
- Distribution of free subscriptions to major media outlets (e.g. Il Foglio)
- Promotion and brokering for registrations for inter-bank sports events
- Participation in sports events of which the Bank is a sponsor (soccer, volleyball, basketball, cycling, running, etc.).
- Free tickets for concerts, shows and matches at the Mediolanum Forum in Assago

In addition, again for 2022, 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.

<sup>48</sup> The benefits reserved exclusively for permanent employees are defined by company decisions, which apply to the Group in accordance with the relevant company regulations. With regard to foreign employees, both on temporary and permanent contracts, the following benefits, by way of example but not limited to, are provided: health insurance, supplementary pension fund, meal vouchers, company car and purchase vouchers.

In order to incentivise and facilitate a better work-life balance, the Bank adopted a **new work organisation called "MyIfisWork"**. In particular, two trade union agreements came into effect with the end of the emergency period:

- **The Smart Working Agreement**, which provides for remote working for up to 10 days per month and certain benefits for those in certain fragile circumstances, for those with children up to 10 years of age, and for maternity leave; the latter can take advantage of a continuous smart working period as of the fifth month of pregnancy;
- **The Flexibility Agreement**, which, without prejudice to the 7.5-hour working day, allows entry until 10:30 a.m. and the possibility of enjoying a half-day leave by compensating for the hours not worked by working more hours on the other days of the week.

### Protection of the health of employees and families

During 2022, the Group launched a series of initiatives to promote the health and safety of its employees and their family members. Below are the most significant projects:

- Activation of **Gympass**, a partnership with several Italian sports facilities for the use of various services dedicated to the well-being of the employee and his family.
- Activation of the **Health Cloud** project, as a prevention campaign to protect the health of employees.
- Promotion of the monthly column **"Ifis PreveniAmo"**, a series of digital appointments on health and prevention in which professors and medical specialists make employees aware of issues related to prevention in the medical field.
- Activation of the **WelfareCare** project to support breast cancer prevention. In the Group's five largest branches, starting in October 2022, the month dedicated to breast cancer prevention, Banca Ifis organised appointments where employees had the opportunity to have mammograms and breast ultrasound scans. The opportunity was also extended to employees' family members. The screening tests were carried out in a mobile clinic positioned at the group's main sites with specialised medical personnel, with the immediate release of the report and total respect for privacy.
- **Welfood Consulting**, an online consulting service reserved to Group employees. Thanks to a platform, each employee can build his or her own well-being experience with the professional best suited to his or her needs and goals, choosing from:
  - Psychologist, to support emotional balance and empower the changes you desire;
  - Nutritionist, to improve eating habits;
  - Sport Coach, to escape from a sedentary lifestyle or optimise performance;
  - Parenting counsellor to empower parenting;
  - Counsellor for caregivers, supporting caregivers;
  - Anti-smoking therapist to stop smoking.

[GRI 2-30]

Employees covered by collective bargaining agreements		2022	2021	2020
Employees covered by collective bargaining agreements	No.	1.844	1.819	1.697
Percentage of total employees	%	98% <sup>49</sup>	98%	98%

<sup>49</sup>The 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

[GRI 2-23]  
[GRI 3-3]

### Policies and other reference documentation

- Group Code of Ethics
- Group employee management policy

The Group 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, guaranteeing increasing integration on all levels and attracting 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 Group from committing, including unwittingly, acts that could constitute criminal offences.

2022 represented a revolutionary year for the training offered within the Banca Ifis Group, with the launch of **Ifis Academy**, a management school inspired by the Group's new leadership model and aimed at continuously enhancing the technical and behavioural skills of all of its people. It represents the core of the Banca Ifis Group's talent training, enhancement and development system, and involves internal organisational structures, internationally renowned partners and leading business schools.

Ifis Academy is not only a place for training but also a People Management tool, whereby the Group intends to attract and grow people:

- **by enhancing existing skills and know-how** through the involvement and identification of internal lecturers and facilitators;
- **by enhancing and enriching the professional profiles** of employees, with a people-centric approach that focuses on people's experience;
- **by creating a common corporate culture**, through training activities inspired by the five pillars of the Leadership Model (Awareness, Enhancement, Vision, Action, Connection) and aimed at the development of the relative distinctive competencies.

Ifis Academy provides different ways of accessing training activities. In addition to compulsory courses that must be attended by all employees, there are initiatives dedicated to specific professional families, to which the HR function sends dedicated invitations (HR invitations). This is joined by the training proposals developed on the basis of the results of the performance appraisal and which employees request themselves through their individual training plan (On Demand). Finally, an extensive catalogue of free resources is always available, which all people can freely use in self-guided learning mode (Open Resources).

The **Training Plan** for employees is proposed by the Human Resources Learning and Development function and approved by the Chief HR Officer and the Chief Executive Officer.



[GRI 404-2]

The Group supports its **employees' professional growth** through:

- basic training, aimed at providing general information about the company's operations, products and services offered, procedures and basic regulations;
- 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.

**Ifis Academy** provides eight training areas:

- **Onboarding**, the process of integrating new colleagues into the organisation, which aims to welcome and accompany people by facilitating the acquisition of autonomy, fostering inclusion on teams and developing a sense of belonging to the company. The onboarding programmes are partly digitalised in the Ifis Talent platform and include, amongst the various activities, a series of individual and/or group events. During 2022, **200 employees attended Onboarding/Induction meetings**<sup>50</sup>, compared to 199 in 2021 and 92 in 2020. For 2023, the aim is to redesign the currently planned pathway to ensure a more effective experience integrated with the new Leadership Model;
- **Talent Accelerator**, a macro-area which includes the Ready to Race project, aimed at identifying and developing talent in the organisation. Following an assessment process, the selected persons will become part of a three-year experiential training course blending classroom time, company visits, meetings with guest speakers and strategic trips abroad;
- **Business Accelerator**, training courses aimed at specific structures of the Commercial & Corporate Banking and Npl business and divided into basic and advanced levels. The basic level involves training activities aimed at qualifying new hires in the shortest possible time, while the advanced course aims to consolidate the core technical competencies of the role, while also developing distinctive soft skills and providing the reference cultural elements for an improved vision of the business;
- **People Accelerator**, i.e., a series of initiatives aimed at the behavioural development of people, including a course for new managers and coordinators and a series of catalogue courses, focused on leadership model competencies, which employees can request through the assessment process;
- **Specific and refresher courses**, a macro-area including both catalogue courses inherent to cultural and business-specific knowledge (which can be requested through the assessment process), and Observatories that consist of vertical training and information events on topics and trends directly related to the Business (Npl, Factoring, Leasing and Sustainability);
- **Ad hoc initiatives**, i.e., transversal training initiatives that may have a specific time reference and are organised for specific organisational objectives.
- **Digital library**, a collection of digital training content relating to current topics connected to behavioural, cultural, regulatory and technical matters;
- **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, MiFID 2, etc.

Based on the topic to explore and the target level of knowledge, the Human Resources Learning and Development 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), online courses, external seminars / conferences, training on the job, coaching, and one-to-one training<sup>51</sup>.

<sup>50</sup> The total number of employees who participated in the "Onboarding Course" refers to Group employees on the workforce at 31/12/2022. When also considering the employees who left the organisation during the year and participated in it in the year 2022 (22), the numbers become: 222 (12%).

<sup>51</sup> The Group does not offer transition assistance and career-end management programmes.

The Human Resources Learning and Development function periodically checks the level of satisfaction with and effectiveness of the courses proposed.

[GRI 404-2]

The willingness to strengthen and deliver training through **Ifis Academy** has also involved the creation of a Community of internal instructors responsible for the construction and delivery of training courses aimed at other colleagues. All of the teachers, who represent a veritable knowledge asset, were involved in a **Train the Trainers** course, with the aim of exploring the tools necessary to enhance their expertise.

In addition, an action plan aimed at disseminating the **Agile methodology** was implemented, which saw both the development of two new products according to the principles of this approach, and the creation of a workshop open to a uniform group of Group employees. Digital snippets are currently being implemented and will be made available to all via the Ifis Talent platform, accompanied by the creation of a methodological document.

In addition, the **Ifis Talks**, meetings in which employees can freely participate, continued, involving important testimonials in short "Inspiring" webinars. The aim of Ifis Talks is to create opportunities for analysis and interaction on key topics for the Italian Group companies, 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.

Another area of intervention was the strengthening of English language skills both from a general and business point of view for employees belonging to some specific functions, involved in a training project lasting a total of 9 months and which combined online group lessons and materials for independent study like videos, podcasts and readings.

The **Cybersecurity Awareness** programme was particularly significant, and was structured around two key activities: on one hand, attending training activities aimed at obtaining cybersecurity certifications for some key figures; on the other hand, the implementation of two phishing-test campaigns aimed at the entire Bank population and the subsequent provision of training snippets, from a mindset development approach.

Furthermore, in light of the implementation of the new **Leadership Model**, a series of webinars open to the entire Group's population was held, which, through engaging and interactive activities, aimed to raise awareness and increase knowledge of the Model's drivers and their application in everyone's daily life.

Finally, the end of the year saw the implementation of the first in-person activities after the long pause imposed by the Covid-19 pandemic: these included some **teambuilding** activities for key functions within the Group, with the aim of strengthening intra-group ties, celebrating achievements and setting future goals.

[GRI 404-1]

Training hours delivered		2022 <sup>52</sup>	2021	2020
<b>Total</b>	<b>h.</b>	<b>50.095,1</b>	<b>28.601,1</b>	<b>37.133,2</b>
<b>By gender:</b>				
Men	h.	26.832,1	14.599,0	19.251,3
Women	h.	23.263,0	14.002,0	17.881,9
<b>By professional category:</b>				
Senior managers	h.	2.527,7	1.249,8	1.086,9
Middle managers	h.	17.325,1	8.986,5	10.700,8
Clerical staff	h.	30.242,3	18.364,8	25.345,5

[GRI 404-1]

Average training hours per capita		2022 <sup>53</sup>	2021	2020
<b>Total</b>	<b>h.</b>	<b>26,7</b>	<b>15,5</b>	<b>21,5</b>
<b>By gender:</b>				
Men	h.	30,8	17,1	24,2
Women	h.	23,2	14,1	19,2
<b>By professional category:</b>				
Senior managers	h.	26,6	14,0	13,9
Middle managers	h.	30,6	16,5	21,1
Clerical staff	h.	25,0	15,1	22,2

The increase in training hours compared to the previous year was mainly due to the introduction of the new **Ifis Academy**, which revolutionised the training offer for Banca Ifis employees, with numerous initiatives targeting a large segment of the population. Among these, the webinars dedicated to the dissemination of the new leadership model and the thematic observatories focusing on trends and market results of the main businesses (Npl, Factoring, Leasing and Sustainability) were particularly noteworthy.

The diversified training initiatives, aimed at both the development of core skills for the role through Business Accelerator courses, and behavioural growth with People Accelerator projects, managed to meet the needs of a broad pool of employees: this feature of the Academy, together with the updated e-learning courses on anti-money laundering and Italian Legislative Decree no. 231, resulted in a significant increase in the number of training hours provided and taken.

<sup>52</sup>The figure refers to Group employees on the workforce at 31/12/2022. Considering the employees who left the organisation during the reporting period and received training during the year 2022 (87 individuals), the numbers are: Number of training hours for male employees: 27.674,21; Number of training hours for female employees: 23.847,94; Number of training hours for senior managers: 2.541,73; Number of training hours for middle managers: 17.742,6; Number of training hours for clerical staff: 31.237,82; Total number of training hours: 51.522,15.

<sup>53</sup>The figure refers to Group employees on the workforce at 31/12/2022. Also considering the employees who left the organisation during the reporting period and received training during the year 2022 (87 - 46 men and 41 women - including 2 senior managers, 29 middle managers and 56 clerical staff), the figures are: total average number of training hours per employee: 27,5; average number of training hours for male employees: 31,8; average number of training hours for female employees: 23,8; 5; average number of training hours for senior managers: 26,8; average number of training hours for middle managers: 31,3; average number of training hours for clerical staff: 25,8.

Total training hours provided by type/area		2022 <sup>54</sup>	2021	2020
<b>Total</b>	<b>h.</b>	<b>50.095,1</b>	<b>28.601,1</b>	<b>37.133,2</b>
<b>Total about Health and Safety</b>	<b>h.</b>	<b>5.148,0</b>	<b>3.989,0</b>	<b>1.862,0</b>
<b>Total on anti-corruption policies and procedures</b>	<b>h.</b>	<b>2.449,5</b>	<b>833,0</b>	<b>1.107,5</b>
<b>Total on anti-money laundering policies and procedures</b>	<b>h.</b>	<b>6.508,0</b>	<b>2.312,5</b>	<b>4.217,0</b>
<b>Total "Other"<sup>55</sup></b>	<b>h.</b>	<b>35.989,6</b>	<b>21.466,6</b>	<b>34.163,7</b>

The increase in training hours on anti-corruption and anti-money laundering policies and procedures was due **to the updating of the relative mandatory e-learning courses**, specifically, "Anti-money laundering regulations in light of the incorporation of Directive V" and "Prevention and governance of the risk of an offence (Italian Legislative Decree 231/2001)".

<sup>54</sup>The figure refers to Group employees on the workforce at 31/12/2022. Also considering the employees who left the organisation during the reporting period and received training during the year 2022 (87 individuals), the numbers are: total number of health and safety hours: 5.271; total number of anti-corruption hours: 2.497,50; total number of anti-money laundering hours: 6.635,50; total number of other hours: 37.118,15; total number of hours overall: 51.549,9.

<sup>55</sup>"Other" also includes 745 hours of study/exam leave.

## 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. The Banca Ifis Group 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 Group Talent Management System**: a platform, and an example of the continuous 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 Group'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. It is also possible to exchange feedback between colleagues from different areas and give feedback to superiors or request it. The tool is supplemented with digital snippets that vary according to the capacities subject to the feedback, thus supporting not only the personal self-awareness process, but also the acquisition of new behavioural references and methods.

On the platform, the **onboarding** process has also been digitised in order to support and guide the new employees in the first three months of company life.

The introduction of Ifis Academy resulted in an update of the platform, which now includes two important new features:

- **Certificates of Participation**, which are awarded at the end of some significant training experiences;
- **Badges**, which are awarded based on activities on continuous feedback, digital snippets viewed and digital snippets shared with colleagues.

These innovations, inspired by gamification principles, aim to enhance continuous learning and development by introducing motivational and engagement tools.

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		2022	2021	2020
<b>Total</b>	<b>No.</b>	<b>1.707</b>	<b>1.579</b>	<b>1.587</b>
	<b>%</b>	<b>91%</b>	<b>85%</b>	<b>92%</b>
<b>By gender:</b>				
<b>Men</b>	<b>No.</b>	<b>776</b>	<b>722</b>	<b>723</b>
	<b>%</b>	<b>89%</b>	<b>84%</b>	<b>91%</b>
<b>Women</b>	<b>No.</b>	<b>931</b>	<b>857</b>	<b>864</b>
	<b>%</b>	<b>93%</b>	<b>86%</b>	<b>93%</b>
<b>By professional category:</b>				
<b>Senior managers</b>	<b>No.</b>	<b>87</b>	<b>78</b>	<b>69</b>
	<b>%</b>	<b>92%</b>	<b>88%</b>	<b>88%</b>
<b>Middle managers</b>	<b>No.</b>	<b>530</b>	<b>481</b>	<b>482</b>
	<b>%</b>	<b>93%</b>	<b>88%</b>	<b>95%</b>
<b>Clerical staff</b>	<b>No.</b>	<b>1.090</b>	<b>1.020</b>	<b>1.036</b>
	<b>%</b>	<b>90%</b>	<b>84%</b>	<b>91%</b>

The performance assessment process that took place in 2022 is linked to the performance recorded in 2021. This process involves the senior and middle management 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 year<sup>56</sup>.

<sup>56</sup> The assessment refers to the workforce employed at 31/12/2022, and all those who received an assessment during the year but were no longer employed at that date are therefore excluded.

## Employee engagement

### Evolution of the Ifis4you intranet

In June 2020, the **Ifis4you** corporate internet was completely revamped during the rebranding, with the goal of improving the user experience and internal browsing. With a view to integrating the entire company population spread throughout the territory, it has been transformed from a platform of documents and information into a means of disseminating content and sharing with a focus on internal news: photographs, ample space for sponsorships and activities in the territory, personal branding of managers and interviews. The live-streaming platform is also innovative.

Within the Intranet there are sections dedicated to specific topics, such as the one on "MyIfisWork", the Group's new work organisation area, where all important updates and communications relating to the post-pandemic agile working mode are shared, or the one reserved to **Ifis Academy** and the special rates and prizes or gifts made available to Ifis People by Banca Ifis. On the page dedicated to free tickets, tickets for matches of sports teams sponsored by the Bank (Umana Reyer Venezia basketball, Vero Volley Monza volleyball, U.C. Sampdoria football), free FAI [Italian Environmental Fund] tickets or free tickets to attend concerts or shows at the Mediolanum Forum in Assago (MI) are available for free booking.

Employees can also 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 *Dì la tua* (Have your say);
- access the interactive multimedia contents of the Ifis Gallery (videos and photographs);
- directly access the Corporate Benefit partnership, a one-stop portal for employees with corporate conventions and offers ranging from school supplies, travel, wellness, recreation and technology;
- book to participate in events, both sporting and non-sporting, of which the Bank is a sponsor or with which it has partnerships;
- see the birthdays of colleagues on the "birthday board" and receive a birthday gift of their choice in the office;
- 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 trips (tickets, hotels, restaurants), reserving a virtual room or meeting room, looking for a number in the company telephone directory or finding a document.

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

- **strengthening of internal narrative** thanks to the continuous storytelling about all Group activities and projects through dedicated news; 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 Group live;
- the **organisation of in-house challenges** at special events such as: the sponsorship of the Sampdoria team, at the Venice Art Biennale and for the launch of Kaleidos;
- employee **engagement activities** on their birthdays and the sending out of gift boxes to their workplaces to express the company's bond with its employees on other occasions (Easter, launch of Kaleidos, Christmas);
- the **organisation of a 5-stage Road Show** at the Group's main offices (Florence, Mestre, Milan, Rome and Mondovì) involving all 1.800 employees. The Road Show stages were the setting for a series of speeches, delivered by Chief Executive Officer Frederik Geertman and Bank Managers, aimed at sharing the vision and strategy of the Bank's Business Plan, after two years of remote work;
- the **LinkedIn Ambassador** project, which started in 2022 and involved 10 employees in the first phase and another 32 in the second. By joining the project, participants received initial training in the use of the LinkedIn social network.

## 5.3 Diversity and Inclusion

[GRI 2-23]  
[GRI 3-3]

### Policies and other reference documentation

- Group Code of Ethics
- Group Regulation of Short-Term Incentive Schemes for 2022
- 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 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 previous years, **no incidents of discrimination were reported in 2022**.

Diversity and inclusion issues are of significant importance to the Banca Ifis Group. This commitment is reflected in work-life balance policies and welfare to support family needs, in particular to support maternity, parental leave and other situations of family difficulties, thanks to the activation of part-time, remote and flexible work.

Inclusion is also at the heart of the new Leadership Model. Indeed, the "Enhancement" pillar underlies the "diversity and inclusion" competence, according to which the leader, both individual contributor and manager at all organisational levels, is the one who integrates and includes different competencies, experiences and visions with the aim of generating new knowledge, development and innovation for the benefit of the entire organisation. It also creates value while respecting diversity: organisational, professional, cultural, ethnic, gender and generational.

In 2022 the Banca Ifis Group renewed its partnership with the **Valore D network**, the first association of national and international companies that promotes gender balance and works to spread an inclusive culture for the growth of companies and the country. In this regard, the Group supports female training and empowerment initiatives, in particular to help young female students in paths related to STEM disciplines.

The Group was also among the first signatories and partners of the **4 Weeks 4 Inclusion project**, an inter-company event dedicated to inclusion, which this year involved over 300 companies.

In order to **promote gender culture**, the Group produces multimedia content that it then conveys both internally and externally, such as the video made on the occasion of International Women's Rights Day 2022, which saw the direct involvement of a number of female colleagues in middle and high management in partnership with **Freedda**, a publishing project that uses images, videos and instant articles to spread the testimonials of women who can inspire the Millennial generation.



Over the last two years, the Group has promoted and supported the **Summer School** project of **the Scuola Galileiana at the University of Padua**, funding STEM orientation scholarships for high school boys and girls. Last year, after this programme, 11 out of 18 students applied for admission to Schools of Excellence and 3 were admitted.

In order to promote gender equality and the creation of social value, the Group has created a monthly internal series, **Meet You Accelerator**, in collaboration with Objective 5, which provides opportunities for Ifis People to meet and share with leading personalities from the corporate, academic and financial worlds.

In line with the values of innovation, inclusion, attention to diversity and people's well-being that the Group has always pursued, the bancaifis.it website and the Ifis4you intranet have been integrated with special innovative tools to improve the browsing experience and allow **accessibility to people with physical and cognitive disabilities**, to ensure that everyone can access the site without discrimination or differences. Visually unobtrusive but very powerful tools that allow the page view to be modified according to accessibility needs: over 50 customisable options for the best browsing experience even for those with visual, motor or cognitive difficulties.

In terms of **gender diversity**, the percentage of women in the Group stood at **54%** in 2022, in line with prior years, with a distribution in the various categories of classification equal to 25% for senior managers, 44% for middle managers and 60% for clerical staff<sup>57</sup>. Specifically, in 2022, at the Banca Ifis Group, **53,8% of the members of the governing body** and roughly 35% of the **top management** are **women**. Moreover, up from previous years, women hold **26.11% of STEM-related positions** (25.49% in 2021).

#### Gender Equality Winning Women institute certification

Since 2022, Banca Ifis has been **the first Italian bank to be certified for gender equality by the Winning Women Institute**, a company committed to spreading the principle of gender equality within the world of work. The assessment is based on the **"Dynamic Model Gender Rating"** which considers the achievement of quantitative and qualitative KPIs in four specific areas:

- opportunities for growth within the company;
- compensation equity and HR processes;
- practices for managing gender diversity;
- maternity protection practices.

The Group's commitment to gender equality is expressed in an increasingly inclusive culture, which is reflected in work-life balance policies and welfare to support family needs, in particular to support maternity, parental leave and other situations of family difficulties, thanks to the activation of part-time or remote work.

<sup>57</sup> For more information, reference should be made to the tables contained in the section entitled "Additional information on employees" starting on page 111.

## Remuneration and incentives

[GRI 2-20]

The Group'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.

For the year 2022, **sustainable finance objectives**, which take into account, among other things, environmental, social and governance (ESG) factors<sup>58</sup>, and the clarification of the “**gender neutrality of remuneration policies**”, to be verified through annual monitoring of the gender pay gap and the activation, if necessary, of the related corrective actions, have been introduced within short- and long-term incentive schemes.

Indeed, in terms of premiums, the path embarked upon in 2021 continues, aimed at fighting the gender pay gap through 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.

Within the framework described, as part of the at least annual review of policies and the Supervisory Provisions, with the support of the Remuneration Committee the Board of Directors analyses the gender neutrality of remuneration policies and verifies any gender pay gap and its evolution over time.

The Banca Ifis Group envisages an **annual bonus scheme** that follows the employee performance assessment process as well as annual incentive schemes focused mainly on the sales force.

In 2022, the disbursement of a **variable compensation mechanism**. The agreement signed confirms the approach of the previous year, also thanks to a more than positive return from employees as it encourages their greater involvement in achieving the company's objectives and thus increasing the Group's profitability, productivity, competitiveness and efficiency. Therefore, again in 2022 the Agreement provides for an additional form of incentive of up to 20% on top of the actual basic bonus, with the aim of rewarding distinctive conduct in terms of fairness, transparency, ethics, collaboration among colleagues and quality of work. This initiative, applied for the first time with reference to the evaluation of FY 2021, is intended to ensure a recognition more in line with the actual contribution made by each employee and a fairer and more consistent distribution of bonuses. Furthermore, also for 2022, through the same agreement a Welfare Credit was confirmed and expanded with reference to a basket of goods and services constructed around individual and family needs. These offers, divided into areas (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.

<sup>58</sup> For further information, please refer to Chapter 1.4 Sustainability Governance and the 2022 Report on Policy on Remuneration and Remuneration Paid.

[GRI 405-2]

Ratio of basic salary of women to men by employee category <sup>59</sup>		2022	2021	2020
Senior managers	%	97%	95%	102%
Middle managers	%	92%	92%	93%
Clerical staff	%	98%	98%	99%

Ratio of remuneration of women to men by employee category		2022	2021	2020
Senior managers	%	94%	97%	99%
Middle managers	%	90%	91%	92%
Clerical staff	%	96%	98%	98%

For the year 2022, an analysis of the ratio of women's base salary to men's base salary shows a **narrowing in the average salary gap** between men and women compared to the previous year, with particular prominence in the category of Senior managers. On the other hand, substantial parity is evident in the Clerical staff category. The analysis also includes foreign clerical staff employees.

The ratio of women's remuneration to men's remuneration has **decreased across all job categories** compared to the previous year. As already mentioned, foreign employees are also included in the analysis.

Despite the continued 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 Bank's hiring plan.

For further details on the Banca Ifis Group's remuneration procedure, please refer to the 2022 Report on Remuneration Policy and Remuneration Paid.

<sup>59</sup> 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.).

## 5.4 Committed to the community

[GRI 2-23]  
[GRI 3-3]

### Policies and other reference documentation

- Group Code of Ethics
- Art Acquisition Policy (Banca Ifis)

The Group plays an active role in developing and promoting the communities in which it operates, paying particularly close attention to **strengthening the relationship with the territories and stakeholders** on a regional and national level. It is a commitment that is pursued through initiatives with a positive impact on the communities and environment, which create value for the territory. The Institute collaborates with local institutions to **optimise sustainable development** and, through reports, studies and projects dedicated to the business culture, **strengthen support to entrepreneurs and communities**. An active role of development and promotion, which is also defined with the participation in projects supporting national and local non-profit entities and organisations and social solidarity initiatives.

The **Communication, Marketing, Public Affairs & Sustainability function plans and organises the Group's events, initiatives and charitable donations in these areas**, ensuring compliance with the principles and rules of conducts set out in the Code of Ethics as far as transparency, compliance with the law, the selection of recipients, and the accounting for the payments made are concerned.

In 2022, the Group's commitment took concrete form in partnerships, agreements and donations involving non-profit associations, social cooperative companies and charities, with a particular focus on children and those in difficulty, in whose regard the Bank chose to intervene actively with various projects.

#### Kaleidos, the Banca Ifis Social Impact Lab

In 2022, Banca Ifis launched **Kaleidos, the Social Impact Lab** created to promote projects with high social impact. Kaleidos was created with the aim of bringing together all present and future initiatives, identified in three priority areas: Inclusive communities, Culture and territory, People's well-being.

The project is made up of several initiatives that work synergistically towards a common goal: to provide people working at the Group, and beyond, with the tools to **help build a more inclusive and sustainable future**. This includes initiatives to support the social re-inclusion of people in difficulty such as, for example, study programmes designed for young people in Bollate Prison, work grants for young people at the CAF minors and families assistance centre in Milan and the pastry workshop for young guests of Don Gino Rigoldi's community. The Kaleidos universe also encompasses the initiative to build a reception centre for young victims of violence in Bucharest which, thanks to circus art, is committed to restoring dignity and hope (a project recounted in a docufilm - *The Jockers* - which also won an award at the last Venice Film Festival).

- **Impact Watch:** with the aim of increasing the culture and awareness of sustainability both internally and externally, the Banca Ifis Group launched an observatory - "Impact Watch" - dedicated to issues and trends that enable the sustainable transition, with a particular focus on SMEs, which initially calls for the production of two annual studies.

- **Impact assessment model:** construction of a model (replicable and scalable) capable of identifying, measuring and monitoring the impact generated by the Banca Ifis Group's strategic initiatives in the area of social responsibility. The project was developed during 2022 in partnership with Triadi, a Polytechnic University of Milan start-up specialising in social impact assessment technologies and methodologies. The tool can be used to map the change process and subsequently identify the effects and impacts of these activities for the Group's various internal and external stakeholders.

- **Social Factory:** new projects will be developed following an open innovation model that aims to promote innovation through strategic partnerships and greater collaboration between the public and private sectors to enhance and facilitate the pooling of skills and new ideas.

## Donations and Sponsorships

Inclusion projects	Support to organisations that deal with supporting families and young people in difficult situations such as the Don Gino Rigoldi Foundation in Milan. In collaboration with the association CAF, support for the expansion of the Teen House, a facility dedicated to young adults from 18 to 21 years of age, to facilitate gradual interaction with the world of work and inclusion in the social context in an autonomous manner. Support for the Heal Foundation, a solidarity taxi service to help children with oncological diseases and their families with transport to hospital.
Support for medical-scientific research	Support for research and health protection, with a particular focus on chronic diseases through the donation of medical equipment and instrumentation or direct support to charities and institutions such as the Veronesi Foundation to raise awareness and promote the prevention of breast cancer, and participation in the "Adopt a Researcher" initiative of the Fondazione per la Ricerca Biomedica Avanzata Onlus of Padua.
Conservation of the artistic heritage	Support for local and national initiatives taken to protect and conserve the artistic heritage and landscape. In particular, in 2022 support was provided to the Italian Environmental Fund in the "La Stanza della Sostenibilità" project, a three-year education project on a new vision of the Environment that creates knowledge and awareness, which started at Villa Necchi Campiglio (Milan).
Support for youth sports	In partnership with the Italian Olympic Committee, support for the athletes at the 2022 World Youth Olympic Games. Support for the Torneo Ravano - Coppa Paolo Mantovani Foundation for the promotion of the values of sport, particularly youth sport.
Bancor Prize	The Banca Ifis Group sponsored the first Italian edition of the Bancor Prize, established by the Guido Carli Association for Economic and Political Culture. The award honours a personality of global significance each year who has stood out by demonstrating that he or she addresses economic issues with wisdom and integrity. The event, attended by leading Italian political and institutional figures including Bank of Italy Governor Ignazio Visco and Consob Chairman Paolo Savona, honoured Lord Mervyn King, former Governor of the Bank of England.
Cycling Tourism Oscars	In 2022, the Banca Ifis Group was a sponsor of the seventh edition of the Cycling Tourism Oscars, an award created in 2015 to promote all forms of sustainable tourism and Italy's cycling and pedestrian routes and elects the best cycling routes on the Peninsula every year.

When the conflict in Ukraine began, the Banca Ifis Group began promoting **initiatives to support the Ukrainian people** through donations to international and national organisations actively engaged in providing aid to civilians and especially children.

### Bambino Gesù Children's Hospital and Foundation

The Banca Ifis Group partners with the Bambino Gesù Children's Hospital to support **research against malignant tumours of the central nervous system**. In particular, the donation made by the Group is supporting a trial at the Children's Hospital of the Holy See, gene therapy with CAR T cells on patients with relapses or not responding to other currently available treatments.

Fifty-four patients aged between 6 months and 30 years will be enrolled in the study. The initial results are expected 6-12 months after the trial begins.

## Relationships with schools, universities, and the public

### Banca Ifis and Universities

In 2022, as in previous years, the Bank made **donations for study grants to deserving young students** for the completion of their professional training with a masters in Risk management, Internal Audit & Fraud (RIAF) promoted by the Ca' Foscari Challenge School starting from the 2022/2023 academic year.

Furthermore, in cooperation with the UN agency, the Ministry of Labour, Confindustria and Global Compact Network Italy, the Bank **promoted a project to place** high-potential political refugee students already in Italy and undergraduates at top Italian universities in line with open positions.

## Banca Ifis for sport

For the third year running, the Banca Ifis Group is Premium Partner of the Great Italian Cycling Classics (Strade Bianche, Milano Torino, Milano Sanremo, Gran Piemonte, Tirreno Adriatico, Il Lombardia) and of the Giro di Sicilia, as well as Official Partner of the amateur competitions Gran Fondo Strade Bianche and Gran Fondo Il Lombardia. This partnership demonstrates the importance that sport has for Banca Ifis as a vehicle of positive values and as a tool to support the territories.

In 2022, this area of activity was enriched with the creation and publication of the first **Observatory on the Italian Sport System**, an insight tool available to operators in the sports and production sectors, as well as policy makers. The Observatory was developed by applying the broadest definition established by international statistical standards (Vilnius 2.0 definition), thus providing Italy with a platform for monitoring the sports supply chain, as requested by the European Commission since 2006.

In addition, the Group has selected, in line with its mission and values, a series of events and projects linked to the world of amateur and professional sport for the development of new relations on the territory, which **directly involve customers and employees**.

The **main sports activities** in which the Group took part include:

- Partnership with the Ravano Foundation for the organisation of the tournament of the same name in the city of Genoa and reserved for young primary school students in the Ligurian region;
- Sponsorship of Partita del Cuore (Match of the Heart), a charitable sporting event played by representatives of the Italian national singing team and show business personalities;
- Upgrading and sponsorship of the football pitch located at the Opera Don Bosco in Sampierdarena, Genoa, with the aim of promoting and encouraging youth sports at the Salesian Institute;
- The Group organised and supported institutional sporting events in cooperation with the Italian Olympic Committee: these included the presentation of the first Observatory on the Italian Sport System and the presentation of Scholarships awarded to some of the Italian Olympic Committee's young athletes.

Moreover, the Group acknowledges the values of sport not only as a good educational practice, but also as a vehicle to convey well-being and growth for the company and organisations.

[GRI 413-1]

For 2022, **72%**<sup>60</sup> (61% in 2021) of the total **donations and events organised**, in which the Group played an active part or which it sponsored, **involved the local communities of the reference territories**. These activities were purely for charitable, social, informative or educational purposes.

In particular, during the reporting period, there was a significant increase in activities linked to the world of sport, with the aim of promoting its values amongst young people in local communities.

A total of 3.519.939 Euro (2.047.953 Euro in 2021) was allocated to community initiatives, marking a **72% increase over 2021**, mainly due to the increase in the number of activities, which almost doubled.

## Sustainable development in Veneto: Banca Ifis adheres to the MoU

Banca Ifis is the first and to date the only, credit institute to have adhered to the Memorandum of Understanding for Sustainable development in Veneto. The protocol, which runs for 3 years and can potentially be extended beyond this, is an expression of the region's commitment to achieving the UN 2030 Agenda goals.

The target of the initiative is to define a regional sustainable development strategy and monitor its performance on the basis of new needs, identifying strengths and weaknesses along the route towards complete social, economic, environmental and institutional sustainability.

<sup>60</sup> The percentage was calculated taking into account all activities carried out in 2022 for charity/social/information/educational purposes - without, therefore, entailing direct business objectives - targeting a broad, general public representing the local communities of the territories involved.


**Additional information on employees**

[GRI 2-7]

Total employees		2022	2021	2020
	No.	1.874	1.849	1.727
Men	No.	870	856	794
	%	46%	46%	46%
Women	No.	1.004	993	933
	%	54%	54%	54%

Total employees		2022	2021	2020
	No.	1.874	1.849	1.727
<b>On permanent contracts (total)</b>	<b>No.</b>	<b>1.825</b>	<b>1.786</b>	<b>1.671</b>
Men	No.	848	829	770
	%	46%	46%	46%
Women	No.	977	957	901
	%	54%	54%	54%
<b>Fixed term (total)</b>	<b>No.</b>	<b>49</b>	<b>63</b>	<b>56</b>
Men	No.	22	27	24
	%	45%	43%	43%
Women	No.	27	36	32
	%	55%	57%	57%

The figure returned includes all employees of the Banca Ifis Group, including foreign employees who account for 1,8% of the total (34 people). Apprenticeship contracts account for approximately 0,06% of permanent workers. A breakdown of data by geographical area is not provided in view of the fact that operations are primarily concentrated in Italy.

The Banca Ifis Group did not employ any employees with non-guaranteed hours during the reporting period.

Total employees		2022	2021	2020
	No.	1.874	1.849	1.727
<b>Full time (total)</b>	<b>No.</b>	<b>1.781</b>	<b>1.758</b>	<b>1.571</b>
Men	No.	866	851	743
	%	49%	48%	47%
Women	No.	915	907	828
	%	51%	52%	53%
<b>Part time (total)</b>	<b>No.</b>	<b>93</b>	<b>91</b>	<b>67</b>
Men	No.	4	5	3
	%	4%	5%	4%
Women	No.	89	86	64
	%	96%	95%	96%

The figure, collected at the end of the reporting period, i.e. on 31/12/2022, refers to the total number of employees (headcount).

[GRI 2-8]

Against the backdrop of the Group's growing interest in engaging new talent in its business activities, there was an increase in the number of internships activated (curricular and non-curricular) during 2022. In addition to providing training, the placements contributed to supporting projects initiated during the reporting period.

Compared to the previous two-year period, there was also an increase in the number of fixed-term employment contracts in support of both projects active during the reporting period and integration processes following the reorganisation of the corporate structure, as a result of the creation of the new company Banca Credifarma and the organisational revision of the Banca Ifis Legal Department.

In 2022, the **total number of non-employees whose work is controlled by the organisation was therefore 43** (17 in 2021 and 28 in 2020).

[GRI 405-1]

Breakdown of personnel		2022	2021	2020
<b>Total</b>	No.	<b>1.874</b>	<b>1.849</b>	<b>1.727<sup>61</sup></b>
<b>By gender:</b>				
<b>Men</b>	No.	870	856	794
	%	46%	46%	46%
<b>Women</b>	No.	1.004	993	933
	%	54%	54%	54%
<b>By age group:</b>				
<b>Less than 30 years old</b>	No.	128	138	91
	%	7%	7%	5%
<b>Between 30 and 50 years old</b>	No.	1.380	1.380	1.307
	%	74%	75%	76%
<b>More than 50 years old</b>	No.	366	331	329
	%	20%	18%	19%
<b>Total number of employees by category and gender</b>				
	No.	<b>1.874</b>	<b>1.849</b>	<b>1.727</b>
<b>Total Senior Managers</b>	No.	<b>95</b>	<b>89</b>	<b>78</b>
<b>Men</b>	No.	71	67	60
	%	75%	75%	77%
<b>Women</b>	No.	24	22	18
	%	25%	25%	23%
<b>Total Middle Managers</b>	No.	<b>567</b>	<b>546</b>	<b>507</b>
<b>Men</b>	No.	317	309	285
	%	56%	57%	56%
<b>Women</b>	No.	250	237	222
	%	44%	43%	44%
<b>Total Clerical staff</b>	No.	<b>1.212</b>	<b>1.214</b>	<b>1.142</b>
<b>Men</b>	No.	482	480	449
	%	40%	40%	39%
<b>Women</b>	No.	730	734	693
	%	60%	60%	61%

<sup>61</sup> For 2020, the total number of employees excludes 31 Farbanca employees.



Total number of employees by category and age bracket		2022	2021	2020
	No.	1.874	1.849	1.727
<b>Total Senior Managers</b>	<b>No.</b>	<b>95</b>	<b>89</b>	<b>78</b>
Less than 30 years old	No.	0	0	0
	%	0%	0%	0%
Between 30 and 50 years old	No.	43	41	32
	%	45%	46%	41%
More than 50 years old	No.	52	48	46
	%	55%	54%	59%
<b>Total Middle Managers</b>	<b>No.</b>	<b>567</b>	<b>546</b>	<b>507</b>
Less than 30 years old	No.	1	3	1
	%	0,2%	1%	0,2%
Between 30 and 50 years old	No.	382	377	339
	%	67,4%	69%	66,9%
More than 50 years old	No.	184	166	167
	%	32,4%	30%	32,9%
<b>Total Clerical staff</b>	<b>No.</b>	<b>1.212</b>	<b>1.214</b>	<b>1.142</b>
Less than 30 years old	No.	127	135	90
	%	10%	11%	8%
Between 30 and 50 years old	No.	955	962	936
	%	79%	79%	82%
More than 50 years old	No.	130	117	116
	%	11%	10%	10%

The 30 resources working abroad - including 17 women in 2021 and 13 men (in line with 2021) - have been classified in the "Clerical staff" category, as they are not otherwise classifiable in the typical categories under Italian law.

Individuals from minority or vulnerable groups		2022	2021	2020
<b>Total</b>	<b>No.</b>	<b>88</b>	<b>87</b>	<b>84</b>
<b>Less than 30 years old</b>	<b>No.</b>	<b>3</b>	<b>3</b>	<b>3</b>
Men	No.	1	2	2
Women	No.	2	1	1
<b>Between 30 and 50 years old</b>	<b>No.</b>	<b>63</b>	<b>64</b>	<b>61</b>
Men	No.	25	24	25
Women	No.	38	40	36
<b>More than 50 years old</b>	<b>No.</b>	<b>22</b>	<b>20</b>	<b>20</b>
Men	No.	6	5	5
Women	No.	16	15	15
% individuals from minority or vulnerable groups out of total employees	%	4,7%	4,7%	4,9%
% disabled individuals from minority or vulnerable groups out of total employees	%	4,1%	4,2%	4,1%
% individuals from minority or vulnerable groups out of total employees (included in calculation base)	%	5,5%	5,5%	5,8%

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 foreign employees. 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 <sup>62</sup>		2022	2021	2020
	No.	258	615	114
%	14%	33%	7%	
<b>By gender:</b>				
Men	No.	132	284	60
	%	15%	33%	8%
Women	No.	126	331	54
	%	13%	33%	6%
<b>By age group:</b>				
Less than 30 years old	No.	59	94	27
	%	46%	68%	30%
Between 30 and 50 years old	No.	155	486	78
	%	11%	35%	6%
More than 50 years old	No.	44	35	9
	%	12%	11%	3%

Total employee who left the organisation		2022	2021	2020
	No.	233	417	140
%	12%	23%	8%	
<b>By gender:</b>				
Men	No.	118	194	74
	%	14%	23%	9%
Women	No.	115	223	66
	%	11%	22%	7%
<b>By age group:</b>				
Less than 30 years old	No.	25	39	13
	%	20%	28%	14%
Between 30 and 50 years old	No.	158	350	94
	%	11%	25%	7%
More than 50 years old	No.	50	28	33
	%	14%	8%	10%

It should be noted that within the 2022 hires and terminations, movements arising from company mergers/spin-offs and intra-group contract assignments have been taken into account. Specifically, it should be noted that 66 "hires" and 66 "terminations" are the result of the merger by incorporation between Farbanca S.p.A. and Credifarma S.p.A. that took place on 11/04/2022, which led to the creation of the new Group Company Banca Credifarma S.p.A.; and that 30 "hires/terminations" are actually transfers of infra-group contracts (of which 2 linked to the transaction for the transfer of the shares of the company Ifis Real Estate S.p.A. to another company, which took place on 11/05/2022). Excluding these transactions, the hiring trend has not significantly reversed.

<sup>62</sup> In 2022, the Banca Ifis Group incurred a cost for new hires of 5.127.911 Euro (over 9 million Euro in 2021), corresponding to an average cost of 31.653,77 Euro per FTE (42.511,63 Euro in 2021).

Total employees who voluntarily left the organisation		2022	2021	2020
	No.	94	95	111
%	5%	5%	6%	
<b>By gender:</b>				
Men	No.	58	55	60
	%	7%	6%	8%
Women	No.	36	40	51
	%	4%	4%	5%
<b>By age group:</b>				
Less than 30 years old	No.	8	9	12
	%	6%	7%	13%
Between 30 and 50 years old	No.	78	69	72
	%	6%	5%	6%
More than 50 years old	No.	8	17	27
	%	2%	5%	8%

During 2022, a total of 80 job positions were opened (79 in 2021), 28% of which were filled by internal candidates through outplacement actions (24% in 2021)<sup>63</sup>.

[GRI 401-3]

Parental leave <sup>64</sup>		2022	2021	2020
Total number of employees entitled to parental leave	No.	565	591	509
Men	No.	260	271	230
Women	No.	305	320	279
Total number of employees who took parental leave	No.	124	102	104
Men	No.	3	1	4
Women	No.	121	101	100
Total number of employees who returned to work during the reporting period after taking parental leave	No.	124	101	104
Men	No.	3	1	4
Women	No.	121	100	100
Total number of employees who returned to work after taking parental leave and who are still employed by the organisation in the 12 months following their return	No.	123	100	102
Men	No.	3	1	4
Women	No.	120	99	98
Rate of return of employees who took parental leave	%	100%	99%	100%
Retention rate of employees who took parental leave	%	99%	99%	98%

Of the total number of employees who took parental leave during 2022, 7% took unpaid parental leave (5% in 2021 and 11% in 2020); 7% took Covid-19 extraordinary leave and 95% took 30% parental leave (96% in 2021 and 91% in 2020).

<sup>63</sup>"Open positions" are defined as hire requests made during the year in order to increase personnel (incremental entries); therefore, hire requests to replace personnel on maternity leave and terminated personnel are excluded.

<sup>64</sup>The following types of parental leave were taken into account: 30% parental leave by hours; 30% parental leave by days; unpaid parental leave by hours; unpaid parental leave by days; 50% extraordinary Covid-19 parental leave by hours; 50% extraordinary Covid-19 parental leave by days; extraordinary Covid-19 unpaid parental leave by days; extraordinary Covid-19 unpaid parental leave by hours.

## Support to employees in the COVID-19 health emergency

Also for 2022, the Group confirmed its primary interest in **protecting the health and safety of its employees** by constantly keeping abreast of regulations as they come into force and, even irrespective of them, taking measures with the utmost prudence and care in order not to underestimate possible developments in the pandemic.

Below are the main **initiatives to support Group staff**:

INTERVENTION TYPE	DESCRIPTION
Emergency governance	<ul style="list-style-type: none"> <li>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</li> <li>Formalisation of the Business Continuity Plans</li> <li>Participation in the Group Disaster Recovery test (which counts as training on emergency procedures) of the foreign companies</li> <li>Confirmation for the first half of 2022 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</li> </ul>
Activation of remote working procedures and analysis of the internal sentiment	<ul style="list-style-type: none"> <li>Use of integrated collaboration tools that combine voice, video and data (Unified Communication as a Services - UCAAS) ensuring business continuity</li> </ul>
Continuity of professional growth and training	<ul style="list-style-type: none"> <li>Continuation of the Ifis Smart Way project through the provision, on the Ifis Talent platform, of training snippets that aim to raise awareness amongst all company employees on the implications of working from home and its effective management, stimulating reflection and increasing the level of awareness</li> <li>Redesign of training activities in order to deliver them primarily online</li> </ul>